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TUESDAY MARCH 12 1996





Safety at sea

Charting a digital course

New Zealand Lessons in

Martin Wolf, Page 20

Early jitters but then Wall Street brings relief

revival



Executive education

Short courses come of age

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5,000 ^l

Japan's trade dips Dow rally into red for first time in five years

World Business Newspape

Japan's politically sensitive current account swung unexpectedly into a small deficit in January for the first time in five years. Economists expect the sur-plus to reappear in the next few months, but believe the trend of declining surpluses will stay. Page 22; Editorial Comment, Page 21

German industry recovers: A big jump in manufacturing output helped German industrial production to a surprise recovery in January, but the Bonn economics ministry warned that the figures might have to be revised downwards. Page 22; When recovery is not enough, Page 21

Six states urge shelving of EU growth plan



SEELE IN KING

reks foother

Six countries, led by Britain, France and Germany, urged the European Commission to shelve proposals to shift funds from the European Union budget to support a new growth package. Finance ministers said the plan would send the wrong signal to the pub-

lic when budget discipline was needed to prepare for monetary union. Commission president Jacques Santer (above) said he intends to press ahead with the move. Page 2

US businessman attacks Sinn Féin fundir There should be no financial backing for Sinn Fein in the US until the Irish Republican Army declares another ceasefire, William Flyn, president of US insurance company Mutual America, said in an interview with the Financial Times. Page 10

Strike at GM shuts plants: A strike at General Motors' brake plant at Dayton, Ohio, has shut 12 of its 29 North American assembly plants, affecting 40,000 workers. Page 6

Deutsche Telekom discounts approved: Deutsche Telekom, German telecoms group to be privatised this year, won government approval for large discounts to corporate customers. Page 2

Alcatel and Sharp in phone venture: Alcatel Télécom of France and Sharp, the Japanese electronics group, announced a partnership for the development of the next generation of portable telephones. Page 23 Arab radicals increase attacks on summit:

Arab governments and radical groups stepped up their criticism of tomorrow's "Summit of Peacemak ers" in Egypt, saying the conference would mask Israeli aggression and polarise the Middle East.

US to challenge Canada over magazine tax: Washington will challenge Canadian taxation practices which exclude US magazines from the Canadian market, US Trade Representative Mickey Kan-

Daewoo may buy Lotus: South Korean industrial group Daewoo is understood to have signed a letter of intent to purchase all or part of Lotus, the British sports car manufacturer and engineering concern. Page 23

car sales advance: Car sales in India ing by almost a third a year, Indian indusshow. Page 4

Dutch to complete DSM self-off: The Dutch governments to complete its phased privatisation of DSM, the tener is second-largest chemicals company, by sehing the remaining 11 per cent stake in the group. Page 36.

Expresidents on trials former and Polymen

military presidents Chun Doo-hwan and Roh Tae-woo went on trial in Seoul on treason and rebellion charges for which they could receive the death penalty. Page 8

Turkey and Israel to scrap tariff barriers: Turkey and Israel will today sign a trade agreement eliminating all tariff barriers between them by 2000.

Cricket World Cup: The last two quarter-finals saw Australia beat New Zealand's total of 286 in Madras and the West Indies bowl out South Africa after scoring 264 in Karachi. The first semi-final will be played in Calcutta tomorrow between india and Sri Lanka, while Australia and the West Indies bate it out in Mohali, India, on Thursday.

London share service: A complete update of all London share prices was unavailable for this edition. Some prices shown may be pre-close. Prices for all FTA constituents have been fully updated with closing values.

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in US calms European markets

By Philip Coggan in London and Lisa Bransten in New York

European financial markets recovered from their lows yester-day as Wall Street rallied after Friday's sharp falls in bond and share prices following the publication of stronger than expected US employment data.

By early afternoon in New York, the Dow Jones Industrial Average had rebounded 50 points, triggering curbs on programme trading. It plunged 171 points on Friday, on fears that evidence of employment growth would stop the US Federal Reserve from lowering interest rates further.

The benchmark 30-year Treasury bond, which fell three points on Friday, the sharpest drop since the Gulf crisis of 1990-91, was around half a point stronger by early afternoon. In the US equity market, cycli-

cal shares benefited from the belief that the economy was not slowing as much as most economists had previously estimated. That led to a strong performance by the Dow Industrial, which is

Lex	Page 22
Government bonds	Page 30
London stock markets	Page 36

weighted toward cyclical shares. US Treasury bonds benefited from bargain-hunting. Mr Les Nanberg of the mutual fund group Massachusetts Financial Services said he thought the long bond with a yield of more than 6.75 per cent presented a buying opportunity, given that inflation appeared as if it was still at about 3 per cent.

eral feeling that the markets had over-reacted on Friday to the labour data. "The employment figures were so far removed from the trend that they were obviously a one month aberration," said Mr Keith Skeoch, chief economist at broker James Capel.

Mr Michael Hughes, global strategist at Barclays de Zoete Wedd, said: "Within 24 hours, markets went from discounting a

Analysts said there was a gen-

kets were in jittery mood, because low US interest rates have been one of the factors fuelling the global bull market Asian markets, which closed

shift." Nevertheless, world mar-

well before Wall Street opened. bore the brunt of the damage, with the growing tension between the US and China over Taiwan acting to depress sentifall in interest rates to discountment. The impact was particular and Tokyo, where the Nikkei 225 trading, while in Paris, the ing a rise, which was too big a larly severe in Hong Kong, where average dropped 1.8 per cent to CAC-40 index closed 1.3 per cent

the Hang Seng index fell 7.3 per cent. In addition, the Hong Kong currency is linked to the US dollar and thus the colony's stock market is very sensitive to expec-tations of the likely direction of US interest rates.

Other Asian markets to be hit included Indonesia, where the local index fell 4.2 per cent, Sydney, which dropped 3.6 per cent,

19,796.29, its lowest level of the year. In Europe, leading stock markets fell around 2 per cent at one stage but recovered when Wall Street opened higher. London's FT-SE 100 index was

81.2 points lower at one point.

before rebounding to close 35.8 points down at 3,674. In Frankfurt, the DAX was 1.2 per cent lower in after-hours

slightly higher, having been three-quarters of a point lower at one stage. In London, the benchmark 10-year gilt dropped by a point but then rallied to close only an eighth of a point down. Despite yesterday's rebound,

Bond markets also stabilised.

German government bonds ended

some commentators were not convinced the US correction was

Reverse takeover of BT was option in C&W talks

By Hugo Dixon and Alan Cana in London

Cable and Wireless put forward an audacious plan to acquire British Telecommunications as part of merger talks between the two UK telecoms groups which broke down about 10 days ago.

The scheme, which would have involved C&W taking over a company with more than twice its market capitalisation, was pro-posed after BT suggested in November merging with C&W. Structuring the deal as a reverse takeover was designed to avoid the need for BT to buy out the minority shareholders in Hong kong Telecom, in which C&W holds a 57.5 per cent stake.

Under Hong Kong stock exchange rules, a bid for C&W would have triggered a bid for the rest of Hongkong Telecom as control of the company would have changed. That would have added another £6bn (\$9bn) to the cost of the takeover, on top of the 10bn BT would have needed to pay for C&W - even without fac-

toring in a takeover premium.

C&W's scheme involved issuing new shares to acquire BT. The combined group would then have geared itself up and paid out £4bn-£5bn in special dividends to shareholders. Sir lain Vallance, BT's chairman, and Sir Peter Bonfield, BT's chief executive, would have become respectively chairman and chief executive of the new company. But because C&W would have technically been buying BT, there would have been no need to bid for

Hongkong Telecom.

Another attraction of the plan was that it would have avoided the risk that foreign governments might cancel C&W's myriad its ownership.

The talks eventually foundered mainly because the companies could not agree on valuation and

Continued on Page 22 Lex, Page 22; Let's call the whole thing off, Page 28

Technology

China warns US not to interfere over Taiwan By Tony Walker in Beijing and Laura Tyson in Taipei -

to stay clear of its row with Taiwan, as Washington strengthened its naval presence in the area by deploying a taskforce including two aircraft carriers. Mr Qian Qichen, foreign minis ter, described US criticism of Chi-

na's military exercises in the Taiwan Strait as "reckless" and "erroneous". He blamed Washington for contributing to ten-"It is ridiculous for some peo-ple to call for interference in the

issue and even more ridiculous for them to call for the protection

of Taiwan," Mr Qian told report- waters off Taiwan as a "precau- land and sea units and some part of Chinese territory. How ers. "Those people have forgotten tionary measure". that Taiwan is a part of China "We do not believ and not a protectorate of th

United States," he added. Mr Qian's remarks coincided with the deployment of the USS Independence battle group, including six support vessels, in waters off Taiwan to monitor Chinese live-fire military exercises due to begin today in the Taiwan Strait. Defence officials in Washington said a second aircraft carrier, Nimitz, would sail from the Gulf to waters near Taiwan.

Mr William Perry, US defence secretary, said a second battle group was being deployed in

"We do not believe China plans until March 20. -

to attack Taiwan. We do not expect military conflict there," he said. "The US is a west Pacific power. We have substantial military forces in the west Pacific and a substantial interest in maintaining stability in that part of the world."

China's launching of three M-9 intermediate range missiles into waters off Taiwan's main ports last Friday followed by this week's planned large-scale mili-tary exercise has prompted jitters across the region, and contributed to a slide in local stock mar-

China regards Taiwan as a ren egade province and has vowed not to rest until it is reunified with the mainland. Mr Lee Tenghui, Taiwan's president and the front-runner in presidential elections on March 23, has been seeking to carve out a more independent role for the island.

This has included efforts to secure membership of the United Nations for Taiwan. Mr Qian yesterday called on Taiwan to drop that bid. "The United Nations is an organisation of sovereign states," Mr Qian said. "Taiwan is kets. The exercises, involving air, only a regional economy, it is

150,000 men, are due to continue can it be eligible for membership until March 20. can it be eligible for membership of the United Nations?"

Taiwan responded frostily to his suggestion that tension across the Taiwan strait would ease if Taipei jettisoned its campaign for a seat in the UN. "If they fire missiles [and we drop the UN bid] then they can ask for more," said Mr Rock Leng, Taiwan's foreign ministry

spokesman. President Lee rejected Mr Qian's assertion that Taiwan's first direct presidential elections were part of an attempt to gain independence.

Risky course, Page 8

UK risks damaging revolt over Europe

The UK government will today risk a damaging revolt by hard-line Tory EU opponents by enthusiastically endorsing mem bership of the Union and rejecting many of their key demands.

The government sets out in a white paper its approach to the imminent intergovernmental conference on reforming the EU's institutions. It lists the benefits to the UK of EU membership and

says that it should remain far

EU's constitutional development

does not evolve into a federation,

made to work more efficiently.

The UK will endorse the Fran-

EU" in which groups of EU mem-

CONTENTS

negative one."

more than a free trading area. The UK's vision is that the

licences as a result of a change in

to forms of closer co-operation are not held back by opposition from other EU states.

However, the UK is likely to veto any extension of qualified majority voting in EU decision-making, in spite of the views of other EU members that enlarging the Union will be impossible without greater use of this.

The paper will also say there is no case for any increase in the powers of the European parlia-ment, but the option will be left open of giving the parliament greater powers over the European Commission. Eurosceptics will take comfort

should be restrained, so that it from those proposals, but will be severely disappointed by the but that its institutions should be UK's position on the sensitive "Our view is that it should be issues of reforming the European an association of nations, work-Court of Justice and the Common ing together," said a senior mem-ber of the government. "Obvi-ously this is an idiosyncratic Fisheries Policy.
In fishing, the UK will suggest at the IGC that an EU treaty

view within the EU but it is not a amendment may be necessary to exempt national fishing quotas However, this approach will from EU anti-protectionist meaalienate both the Tory Euroscepsures. "That is not nearly good enough," said a Tory sceptic. "We want the fisheries policy tics, who are arguing for a radi-cal pruning of the EU's powers, and also governments of other scrapped altogether."

member states, which believe the On the European Court of Jus-tice, the UK wants an appeals mechanism incorporated in the UK is blocking the institutional reform necessary for EU enlarge-

Continued on Page 22 Tories wary of referendum co-German concept of a "flexible party's support, Page 9



James Bond is back in GoldenEye. On the wrist of the new agent 007 is an Omega Seamaster Professional diver watch - not just a precious timepiece, but also a valuable life

OMEGA

The sign of excellence

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:HNOLOSY

its Grozny force

Mr Anatoly Kulikov, the Russian interior minister, yesterday

Mr Kulikov, meeting with commanders and members of the Russian-installed local government in Chechnya yestarday.

"was extremely dissatisfied with the performance of the

interior ministry, army and local militia troops in repulsing

He also discussed the failure of intelligence sources to give

warning of the surprise raid by the separatists that began last

Wednesday and ended on Sunday, causing heavy losses among

Russian troops. Mr Kulikov promised to give more support to the locally installed police force.

Most security in Grozny is provided by heavily armed
Russlan interior ministry soldiers who patrol in armoured

of members of the local police helping their fellow Chechens in the separatist army who infiltrated Grozny and wiped out

Russian posts throughout the southern half of the city within hours.

AFP. Moscoup

Bonn's military image offensive

The German Defence Ministry yesterday made public some

measures to improve the image of military service among

troop carriers and man bunkers at all strategic points. There were several reports during the fighting of instances

criticised the performance of his troops during settles with

separatist fighters in the Chechen capital, Grozny.

the attack", said an official at the meeting.

By Michael Lindemann in Bonn

Deutsche Telekom, the German telecoms group which is to be privatised this year, yesterday won government approval for large discounts to corporate customers.

In return for the go-ahead, fiercely opposed by private-sector competitors. the state company has agreed to spend at least DM10bn (\$6.7bn) to complete the digitalisation of the country's telecoms network by the end of next year.

Controversy about the discounts, which the government says will reduce the biggest corporate phone

bills by up to 39 per cent, has raged for almost three months. In an attempt to block them, VTM, a group of private German telecoms operators, including such companies as Veba, RWE and Mannesmann, complained to the European Commis-

operations out of business. Germany's telecoms regulatory council had refused to allow the proposals to go ahead until Deutsche Telekom came up with benefits for residential customers.

sion. They argued that the discounts

would put their own fledgling

Mr Wolfgang Bötsch, post and tele-coms minister, said yesterday he had

given the go-ahead after Deutsche Telekom said it would introduce two new tariffs at the end of this year offering discounts for frequent callers. However, these can only be given to customers with a digital phone line, which will be available to only about 80 per cent of residential clients by the end of this year.

VTM said Brussels still had power to block the discounts and hoped it would do so. The group said preliminary contracts signed by Deutsche Telekom in the expectation that the corporate discounts would be approved, had already led to "significant setbacks" for new operators.

The opposition Social Democrats accused Mr Bötsch of being "dilatory" because he had been unable to produce figures to counter VTM's claims that the corporate discounts would distort competition among German

Deutsche Telekom said corporate clients could get discounts of up to 35 per cent on their phone bills. The ministry said customers with phone bills exceeding DM65,000 per month could get a discount of up to 39 per

Mr Ron Sommer, Deutsche Telekom's chief executive, was yesterday unable to say how much the frequentcaller discounts for private clients would cost his company.

There is a worst-case scenario in which there will be just rebates and no higher sales," he told journalists. "But we hope that the pleasure of using the phone will be increased by these discounts."

The extra money which Deutsche Telekom will have to spend on digitalisation comes on top of debts which last year totalled DM125bn. However, Mr Sommer declined to say what effect the extra expenditure might have on the stock exchange listing, due to be completed in

Hungarian monster strains at leash

today due to vote on a much delayed 1996 budget for its troubled social security system, after much prodding from international institutions and an International Monetary Fund threat to withhold an important loan

However, overhauling the country's bloated welfare state has already caused the resignation of several ministers in the past year. Mr Peter Medgyessy, sworn in as finance minister last week, takes office just as the country is enmeshed in a fresh row caused by his predecessor's radical reform plans.

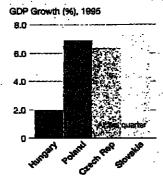
Parliament must approve this year's social security budget before the IMF board meets on Friday to decide on a critical stand-by loan.

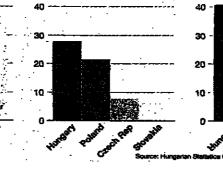
The IMF has linked the loan to approval of a tight Ft 17.8bn (\$125m) deficit for the two heavily indebted funds which run the national health and pension systems. The Organisation for Economic Co-operation and Development, membership of which Budapest sees as an important step towards joining the European Union, has said it will admit Hungary this year if the loan goes

Unfortunately for Mr Medgyessy, however, welfare reform does not end with this year's budgets. A radical overhaul of Hungary's social security system - one of the world's most extensive welfare states - is seen as the key to improving the country's sluggish economic performance and ensuring long-term

Hungary's gross domestic product per capita is less than a fifth of the OECD

ungary's parliament is Hungary's tax test: the economy compared Inflation (%), 1995





Government is struggling to rein in the country's bloated welfare state, writes Virginia Marsh

spends on welfare is about 1.4

times higher. Yet, according to the World Bank, the system fails to provide adequate social protection or healthcare. By the early 1990s, a Hungarian man aged 45, for example, could expect to live nearly six years less than his Austrian counterpart, a statistic the bank describes as "scandalous".

At the same time, welfare's share of government spending has shot up in the past decade from 39 per cent to more than

A combination of high state debt (the largest per capita in the region), high interest rates and inflation, and high taxes have depressed economic growth despite the country's impressive privatisation record and lead in attracting investment. GDP rose an estimated 2 per cent last year, well below the 5-7 per cent in Poland and the Czech Republic.

Ironically, Hungary is now paying the price for embarking on reform ahead of its neighbours. Emulating the "social market economies" of such countries as Sweden, the reform communist governments of the 1980s (in which Mr Medgyessy played a leading role) devised a western-style tax regime and an elaborate welfare system, designed in part to compensate the population for the recession which

was beginning to blight the

With the collapse of communism in late 1989, attention shifted to building democracy and to reforming the produc-tive sectors. Welfare and the social sector were left virtually untouched until the austerity programme drawn up last year by Mr Lajos Bokros, Mr Medgyessy's predecessor.

The so-called "Bokros package" rationalised maternity and family payments and, for the first time, introduced fees

Ukraine's faltering economy

could not provide enough sub-

stitute business to underwrite

renovation, not to mention

new investment Some transit

trade between Russia and the

Middle East kept the port open.

But today Izmail lacks even

the funds to buy oil or gas to

heat homes or keep electricity

on at night; port officials schedule all their business

The war in former Yugo-

slavia was not the only reason

for Izmail's troubles. In the

1990s, Comecon, the Soviet sat-

ellite trading bloc, disappeared

and many of Ukraine's old

partners reoriented themselves

Mr Alexander Shaposhnikov,

director of joint ventures at the

Danube Shipping Company.

argues that business can

return to pre-embargo levels by

the end of the decade. The

company's cargo turnover

should increase up to 40 per

cent this year, he says, "simply

because the lifting of the

embargo makes it possible for

our ships to go up the river.

Demand for exports will

increase because there'll be a

lot of new investment coming

Ukraine's foreign minister

visited Belgrade in January

and claimed bilateral trade

could jump from \$3m to \$2bn

into Yugoslavia".

meetings before dark.

for higher education and some medical treatment. Contributing to a 12 per cent cut in average real incomes last year, it was strongly opposed in a country where three out of four households received some form of welfare benefit.

Taxes as % of GNP, 1992

For Mr Bokros, however, last year's cuts - part of a package of emergency measures to prevent further rises in Hungary's debt and swelling trade and current deficits - were only the beginning. This year he had intended to streamline the civil service, rationalise public finances further and, above all, to tackle pension and health

He resigned after the cabinet agreed to lift the retirement age to 62, up from 55 for women and 60 for men, but failed to support changes to this year's social security budget. He leaves Mr Medgyessy, a former career civil servant, with the difficult task of continuing unpopular reforms and

MOLDOVA

mending severely strained relations with the powerful pen-sion and health funds. With characteristic blunt-

ness, Mr Bokros accused the funds of managing public money "irresponsibly and wastefully" and was determined that they should be more accountable to central government.

Around a third of annual state spending is channelled through the two funds - they plan to spend Ft 975bn this year - yet they are semi-inde-pendent and subordinate only to parliament. Central government has no direct control over them but must finance any deficit they incur. This has amounted to more than Ft 200bn since 1990. Not surprisingly, such a system has greatly complicated reform. In a recent report* the OECD commented: "No counterpart to [the pension fund] with similar authority exists in any OECD country.

Mr Bokros's resignation has prompted a flurry of activity, with fund officials, the unions and the government scrambling to find a compromise to plug a social security deficit which could otherwise reach Ft 55bn this year. Analysts are divided as to whether Mr Medgyessy can maintain the momentum and persuade the funds and the Socialist party to accept longer-term reforms. However, all agree time is short. They believe the government has just this year to move ahead with welfare changes, before the Socialists turn their attention to winning

the 1998 elections. Social and Labour Market Policies in Hungary, 1995, available from OECD, 2 rue Andre-Pascal 75775 Paris.

alliance

Two small Italian political parties are leaving the right-wing alliance headed by former premier Silvio Berlusconi to fight the April 21 general

elections on their own. The split, announced yesterday, was prompted by increasingly sharp disagreements on policy within the alliance, coupled with fears that the two parties were being marginalised in the choice of alliancebacked candidates.

Many within the Berlusconi camp view the decision by the Christian Democratic Centre (CCD) led by Mr Pierfernando Casini and the Christian Democrat Union (CDU) of Mr Rocco Buttiglione as a means of putting pressure on the other groups in the alliance to allot them more seats.

Lists of candidates and their alliances do not have to be deposited with the interior ministry for another week.

But if the break is genuine, it will alter the ideological complexion of Mr Berlusconi's

Without the CCD and the CDU, it will be pulled much further to the right. The two small parties represent the right wing of the long-ruling Christian Democratic party, which broke up before the 1994 general elections.

The CCD and CDU have been upset by Mr Berlusconi's willingness to give a prominent role in his electoral platform Sgarbi, polemicist and television personality, and Mr Marco Pannella, founder of the Radicals. Both have advocated easing drugs laws and have a liberal attitude to abortion.

Another bone of contention has been the way in which Mr Gianfranco Fini's rightwing National Alliance has sought to dominate the candidates' lists in southern Italy.

The CCD and CDU are adopting a high-risk strategy in deciding to run alone, both in the 75 per cent of parliamentary seats elected under the first-past-the-post system and the 25 per cent using propor-

tional representation.
On their own they have no realistic chance of success in the first-past-the-post seats. They must poll 4 per cent of the national vote to gain any of the seats allocated under proportional representation.

Opinion polls give them 4.1. In contrast, the small centre parties identified with the left have preferred to stay under the umbrella of the centre-left "Olive Tree" alliance to fight those seats elected by firstpast-the-post. They are seeking to preserve their identity and increase their bargaining power in the formation of a government - by contesting on their own the 25 per cent allocated via proportional representation.

Thus, the Italian Renewal party of Mr Lamberto Dini, the prime minister, will be on its own in contesting the propor-tional part. Mr Dini deliberately rejected forming an alliance with other centrist groupings including the bulk of the former Christian Democrats in the Popular party and with Mr Romano Prodi, the Bologua economics professor who is the formal leader of the

Parties to leave Berlusconi

young men of conscription age.
The ministry will increase advertising for the military in youth magazines and reduce red tape in procedures for calling up recruits. Basic medical training will also be given to every recruit and there will be offers of foreign language courses and further education to help soldiers find work once they return to civilian life. The measures are aimed at reversing a rise in the number of conscientious objectors among men called up for military service. Last year the number of conscientious objectors in Germany rose to a record 160,000.

We have to get used to the fact that young people of draft age have to be attracted and won over for service in the armed forces," said Mr Volker Rühe, the defense minister.

- 編 - 編

Mr Rühe said many young Germans preferred conscientious objector status and its alternative civilian service in hospitals or old-age homes for pragmatic reasons that have nothing to do with legal or moral questions.

"Military service is judged less favourably than civilian service because of the time burden, the special features of military life away from a familiar environment and because of the financial compensation," Mr Ruhe said. Germany this year reduced compulsory military service from 12 months to 10 months and increased soldiers' pay.

Russia hints at Nato compromise

Mr Yevgeny Primakov, Russia's foreign minister, yesterday hinted that a compromise solution over Nato's expansion plans might be acceptable to Moscow, as long as the military balance of power in Europe remained stable.

Mr Primakov said Moscow's hostility towards Nato's plans to embrace new members in central and eastern Europe was unchanged in principle. But he appeared to suggest Russia would not react to central European states joining the formal structures of Nato, provided integrated military units did not move closer to its borders. Mr Primakov's comments came after a meeting in Moscow with Mr Laszlo Kovacs, Hungary's foreign minister. Mr Kovacs confirmed Hungary's intention to join Nato irrespective of Moscow's objections.

Western diplomats have suggested Mr Primakov, who has a reputation as a foreign policy hawk, may be in a stronger position to compromise over Nato expansion than his luckless liberal predecessor, Mr Andrei Kozyrev. Mr Primakov, who previously headed Russia's foreign intelligence service, appears to be trusted by the Communist-dominated Russian John Thornhill Moscoun parliament.

Crimean ultimatum for Ukraine

The parliament on the Crimean peninsula, Ukraine's troubled autonomous region, yesterday gave the Kiev government an ultimatum to resolve a constitutional dispute or face a potentially destabilising referendum.

Led by deputies who want Crimea back in Russia, the

chamber demanded the Ukrainian parliament approve the peninsula's new constitution by April. If not, Crimes proposed to put the document to a popular vote. Deputies also want Kiev to reaffirm Crimea's autonomy in the draft Ukrainian constitution - in which deputies removed any reference to "autonomy" and called the peninsula's constitution a 'charter". The Crimean parliament, viewing this as a threat to local self-government, only narrowly voted down a proposal to hold a vote on the peninsula's independence.

Kiev officials yesterday brushed aside the Crimean threat, saying the parliament did not have the right to call a ferendum. "No one has cancelled Crimea's autonomy," said Mr Volodymyr Butkevich, chairman of Ukraine's Matthew Kaminski, Moscow constitutional commission.

Bucharest metro strike goes on

A dispute which has closed the Bucharest metro for the past eight days worsened last night when the Romanian government threatened to sack all workers who failed to return to work immediately.

Earlier, union officials said more than half of the

underground's 6.200 workers had already signed letters of resignation after similar threats from management. The strike, which has affected 700,000 metro users, has severely disrupted traffic in the snow-bound city. Union leaders called off the strike last Wednesday before court rulings declared the action illegal and banned it for 75 days.

However, hundreds of workers continued a wildcat protest, occupying stations and blocking tunnels. The strike began last Monday after workers failed to secure a 48-per cent pay rise for the first half of this year. Virginia Marsh, Budapes

Poll censure for Chirac's party

France's opposition Socialist party appears well-placed to win another seat from the ruling Gaullist coalition of President Jacques Chirac in a by-election run-off next Sunday in the . south-eastern town of Brignoles.

In the first round of the poll to replace Mr Hubert Falco, the centre-right deputy in the National Assembly elected to the Senate last September, none of the eight candidates obtained an absolute majority. The run-off will be between the top two candidates, official conservative candidate, Ms Josette Pons, and the socialist, Mr Maurice Janetti.

Ms Pons came top of the poll with 22.92 per cent of the vote with Mr Janetti close on her heels with 20.43 per cent, compared with 13.75 per cent in the legislative elections of 1993. There was also a surge in support for the Communist candidate, Mr Guy Guigou, who scored 19.12 per cent.

Since Mr Chirac was elected last May, his ruling conservative coalition has lost seven seats in the national assembly, where it has an overwhelming majority of 463 seats

French consumer prices edge up France's consumer price index in February provisionally rose

0.4 per cent from the previous month, and 2 per cent from a year earlier, the national statistics institute said yesterday. Excluding energy prices, which rose 0.7 per cent from January, inflation still rose 0.4 per cent from January and 1.9

per cent from a year earlier. The prices of manufactured products rose 0.5 per cent from the previous month due to the 1.5 per cent increase in clothing and shoe prices. Services sector prices rose 0.2 per cent, and 3.2 per cent year-on-year.

 Spanish producer prices rose 0.9 per-cent in January from December, and were up 3.7 per cent year-on-year. New car registrations in Italy rose 2.97 per cent in February from a year earlier to 158,000 units.

Matthew Kaminski reports on a port which only just survived a Balkan storm

Gateway to east and west hopes for peace dividend

Black Sea up the Danube to

Hungary, Austria and Ger-

many - Italian Adriatic ports

Mr Oleksandr Tehov, manag-

ing director of the Ukrainian

Danube Shipping Company.

claims UN sanctions against

former Yugoslavia cost

Ukraine an estimated \$4bn-

\$5bn. The shipping company, which used to account for a

sixth of Izmail's tax revenues,

lost \$450m because of the sanc-

tions, Mr Tehov said. The 1,000-

ship river fleet last year lost

almost \$2m and contributed

Mr Oleg Georgiev, deputy

director at the port, said: "Over

the past five years, we have

lost clients across western

Europe. Other suppliers replaced Ukrainian steel and

raw materials. To get this busi-

ness back will be a long, hard

The port has also lost many

of its experienced riverboat

crews and dock workers. Mrs

Tonya Kovalenko said her hus-

band, formerly an engineer

with the Danube river fleet,

had left Izmail to take a job in

Iran at a wage of \$2,000 a

month, roughly 40 times the

The infrastructure also suf-fered as cargo handled at

Izmail's port fell from 10m

tonnes in 1989 to 4m tonnes

last year the docks and their

average wage in Ukraine.

nothing to the city budget.

also benefited.

he cranes are standing centre for cargoes from the 70 cranes received little idle in the Danube port of Izmail, the Bessarabian river delta town of low. whitewashed houses - built by the Romanians, immortalised by Pushkin and annexed by Stalin after the second world

During the five years of war in the former Yugoslavia, United Nations economic sanctions against Belgrade virtually stopped traffic on the Danube. A series of UN checkpoints

were set up to halt the smuggling of strategic supplies to Serbia and turned traders off using the waterway. Izmail's two biggest employers, the port and the shipping company, lost business and

workers. With the trade

embargo lifted after Novem-

ber's Dayton accord, many expect a turnaround this year. Before 1991, Soviet Ukraine carried on a lively metals and grain trade with Yugoslavia, but the war took a bigger toll on the port's role as a transit

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Shares in Commerzbank fell sharply yesterday in the wake of the German bank's admission that it had paid too little in taxes since the mid-1980s – though it said the sum involved was small.

The arrears, mainly covering 1984-88, totalled only around DM10m (\$6.7m) compared with DM4.7bn of taxes paid by the bank in the 10 years to 1994, it said. A report in Der Spiegel magazine on the tax under-payment had been "incorrect in various key points" and had given a "misleading impres-

The arrears centre on the tax treatment of risk provisions for loans to foreign countries and also reflect "frequent changes" in tax rates in recent years. The bank's shares closed 3.6 per cent lower at DM326.80, a

Some analysts said that

steeper fall than the overall market; the Dax index of blue

although the tax sum involved was small, Commerzbank's image had been hit by the publicity, as well as by its involve-

shareholder, has now ended

financial support. In addition, Commerzbank

has been the focus of a probe by tax authorities trying to find out whether bank officials helped clients transfer funds to Luxembourg to evade German taxes. More than 200 tax officials raided its Frankfurt headquarters and three branches late last month.

Const. a freight forwarding

business set up with Egyptian

and Soviet capital in 1990 that

managed to grow because of

lorry container traffic to

He says Serbian furniture

and grain exports took off over

the winter months and forecast

that Russian demand would

rise as its economy recovered.

"The growth, I think, will be

The bank denies any wrongdoing, stating that it had not advised clients to put funds in Luxembourg or elsewhere to escape withholding taxes on investment income.

Other German and foreign

banks have also been investigated by tax authorities seek-ing information on accounts in Luxembourg subsidiaries. The latest is Trinkaus & Burkhardt (owned by Midland Bank of the UK, part of HSBC Holdings). which confirmed that tax officials had visited its Düsseldorf

headquarters. Also under investigation are Dresdner Bank, Hypo Capital Management (owned by Bayerische Hypotheken- und Wechsel-Bank) and Merrill Lynch of

Tax affair hits Commerzbank's shares

in one year. Izmail's mayor, Mr

Yuri Marchuk, speaks of a pos-

sible free-trade zone, the pet

project of many regional lead-

ers in Ukraine, and closer eco-

nomic co-operation with Roma-nian cities, just across the

Danube, as two concrete mea-

sures intended to put his town

best southern gateway to Rus-

Ukraine also remains the

sia, adds Mr Boris Levitsky at dynamic."

back on the map.

By Andrew Fisher in Frankfust

chip shares was down 2.5 per cent at 2,407.79 points.

ment in corporate problem areas. These include Fokker. the Dutch aerospace company. and Bremer Vulkan, the ailing German shipbuilding group. The bank is the main lender to Bremer Vulkan and managed bond issues for Fokker, for which Daimler-Benz, its main

NEWS: INTERNATIONAL

S Africa's economic rift widens

Government must perform hard juggling act in tomorrow's budget, says Roger Matthews

harp divisions over economic strategy are developing between big business and the government in South Africa, encouraged by the recent pressure on the rand and arguments over the budget due to be delivered tomorrow. Both sides agree on the need

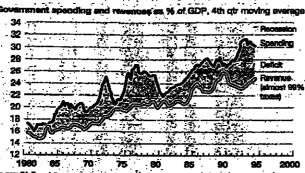
to achieve a sustained annual growth rate of at least 6 per cent to reduce 33 per cent unemployment and alleviate poverty. But after two years of wary peace, the attempt to build a policy consensus is fast

South Africa's 50 biggest companies, grouped under the banner of the South Africa Foundation, threw down the gauntlet 10 days ago with the publication of a document proposing precise policies for faster growth.

These included swift action to cut the budget deficit, the rapid dismantling of foreign exchange controls, a vigorous privatisation programme and more flexible labour policies.

At the weekend, the propos-als were roundly criticised by Mr Tito Mboweni, labour minister, as "a recipe for disaster" which would "push the country backwards".

The document they have delivered is a request from big business to do something for South Africa



increases the burden on the poor. What kind of political system could accommodate the proposals they make?"

Mr Chris Stals, governor of the Reserve Bank, has ruled out any move to scrap exchange controls in the budget, and remains committed to a phased relaxation. He said in an interview that the recent volatility of the rand, which in two days last month lost more than 7 per cent of its value against the dollar, was to be expected and provided justification for his caution.

Mr Stals has sympathy for the political juggling act which Mr Chris Liebenberg, the finance minister, must perform in drawing up a budget which poor," he said. "In fact it produces a significant cut in

the fiscal deficit, currently 6 per cent of gross domestic

Big business says the minis-ter's target of reducing the deficit to 4.5 per cent by 1999 is too modest, and is seen by potential foreign investors as evidence of policy failure. The South Africa Foundation paper wants to see it slashed by 1.5 per cent of gross domestic product a year until it reaches

2 per cent.
The Reserve Bank governor also has sympathy for that approach. "Capital spending by government is less than 3 per cent of GDP, so everything it has to borrow above 3 per cent of GDP is negative spending. It is borrowing to finance current

"I would also like to see ment needs to encourage. more done to encourage personal savings, which have been falling for five or six years. mainly as a result of taxation which has not been adjusted to take account of inflation."

But it is precisely the savings industry that - for reasons of political expediency -Mr Liebenberg is expected to target to raise extra revenue in the budget. Initially be is known to have favoured a 1 percentage point increase in the rate of value added tax to 15 per cent. This was strongly supported by the business

It is no less strongly opposed by the Congress of South African Trade Unions (Cosatu) which is aligned to the African National Congress. Until the middle of last week, Mr Sam Shilowa, the general secretary of Cosatu, and Mr Alec Erwin. deputy finance minister and former union official, were still arguing the relative merits of a VAT increase, or the alternative of a one-off 1 per cent levy on the investment income of

pension and provident funds. Leading businessmen insist that "one-off" taxes should be strenuously avoided because they create uncertainty and are detrimental to investor confidence. A tax on pension funds would also hit the said Mr Stals, a central banker

signals ignored in Instead, big business sug-gests the government should Rwanda commit itself to cutting spending on staff by reducing civil service levels by 100,000 over the next five years, and by not

increasing real spending on

health and housing which, it

said, were already high by

In his retort, Mr Mboweni

criticised the call for faster pri-

vatisation, describing it as a plan to "sell the family silver".

He dismissed as "ridiculous"

their proposal for a "second tier" labour market, designed

to free employers from strict

create new jobs more cheaply.

It would "mark the return of institutionalising black work-

ers once more in a cheap

At least the debate, which

For the second time in his

had been muted, is now in the

open and audible to interna-

brief career as finance minis-

ter, Mr Liebenberg must

tomorrow attempt to reassure

the strong South African trade

union movement without

alarming the business commu-

nity. "It is a very difficult polit-

ical exercise for a minister of

finance to satisfy everyone."

labour system", he said.

tional markets.

international standards.

By Bruce Clark in London

Warning

The world failed to read clear warning signals of an impending genocide in Rwanda in 1994, and a similar catastrophe could be brewing in neighbouring Burundi, according to a year-long study of the region

issued yesterday.
"A crisis in Burundi of the proportions of the Rwanda crisis could constitute an immense calamity for the Great Lakes region, Africa and commissioned in December 1994 by a committee of UN and non-governmental agencies, plus 19 donor nations.

The study urged Mr Boutros Boutros Ghali, the UN secretary general, to act on the lessons of Rwanda and avert disaster in Burundi.

These steps should include: support for mediation efforts by the Organisation of African Unity; creating an "effective human rights machinery" whose tasks would include "vigilance over threatened genocide": helping to create an effective system of justice so as to "break the vicious cycle of impunity"; and pressure on those inciting violence.

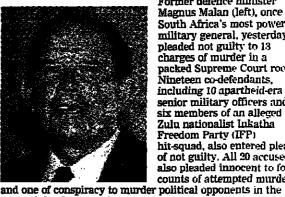
Analysing the failure to avert the deaths of up to Im Rwandans in 1994, the study said "there were increasing warning signals" from experts on the region, and specialised UN agencies, from early 1993.

However, "the UN Secretariat and Security Council did not recognise these," said the report, which called for a unit charged with early warning of conflicts to be placed under the direct authority of the UN secretary general.

The report describes as "fateful" the UN Security Council's decision in April 1994 to withdraw most of its peacekeeping force, and says a "case can be made" that thousands of people would have been saved if the force had instead been expanded.

The International Response to Conflict and Genocide: Lessons from the Rwanda Experience. Available from Danish Ministry INTERNATIONAL NEWS DIGEST

Malan pleads 'not guilty'



Former defence minister Magnus Malan (left), once South Africa's most powerful military general, vesterday pleaded not guilty to 13 charges of murder in a packed Supreme Court room. Nineteen co-defendants. including 10 apartheid-era senior military officers and six members of an alleged Zulu nationalist lukatha Freedom Party (IFP) of not guilty. All 20 accused also pleaded innocent to four counts of attempted murder

1980s of the then apartheid government. The charges relate to a 1987 massacre of 13 people, mostly women and children, in KwaMakhutha black township south of Durban. Opening the state's case, Mr Tim McNally, KwaZulu-Natal attorney-general, said the prosecution "will cast a shaft of judicial light into a corner of our history which

hitherto has been dark and secret."

The case is being viewed as a trial of the apartheid-era nilitary machine and its alleged involvement in political violence, which has seen more than 14,000 people killed in KwaZulu-Natal in the past decade.

Iraq blocks UN inspectors

Iraq yesterday prevented United Nations inspectors monitoring its heavy weapons arsenals from visiting a site in

The confrontation, the second such incident in less than a week, was taken up by UN Security Council members in discussions that were expected to be followed with a statement

calling on Iraq to comply with UN resolutions. A key part of the Gulf War ceasefire agreement was the Council's call for the dismantling of Iraqi weapons of mass destruction, a process that has been repeatedly hobbled by President Saddam Hussein.

Meanwhile, the second round of negotiations on the proposed sale of up to \$2bn worth of Iraqi oil to buy food and medicines opened between UN and Iraqi negotiators in New York. Mr Abdul Amir al-Anbari, the Iraqi envoy, said he hoped practical arrangements could be completed within 10 Michael Littlejohns, UN Correspondent. New York

Minister attacks Abacha's aides

General Sani Abacha, the Nigerian leader, seems out of touch with reality because aides are misinforming him, a British minister said yesterday. Baroness Chalker, the overseas development minister, said she was "deeply concerned" by the apparent failure of a barrage of protests and retaliatory measures to get through to Gen Abacha.

"He is only being told what certain people around him would wish him to know," said the minister, who urged the US to match the sanctions against Nigeria which have been imposed by the European Union.

In a Commonwealth Day news conference, the British minister praised the economic liberalisation programme of Kenya and the efforts of President Daniel arap Moi – who buce likened her to a "kindergarten headmistress" - to reduce Bruce Clark, London

Arab radicals step up summit attacks

By Julian Ozanne in Jerusalem .

Arab governments and radical groups yesterday stepped up their criticism of tomorrow's "Summit of Peacemakers' in Egypt, saying the conference would mask Israeli aggression and polarise the

The criticism reflects a belief among many Arabs that the summit, co-chaired by US President Bill Clinton and Mr Hosni Mubarak, the Egyptian president, will ignore Israel's continued occupation of Arab lands in contravention of United Nations resolutions and marginalise Islamist groups that have genuine popular support.

Almost 20 heads of state or government plan to attend the summit aimed at combating terrorism and saving the Middle East peace process in the wake of Islamist suicide bombings in Israel.

day accused Israel of daily repression in the occupied territory and scorned an Israeli call for Damascus to close the offices of radial Palestinian groups.

"It is strange that Israel drops tonnes of bombs on innocent civilians in south Lebanon and practices daily repression in the occupied territories without anyone reacting to her," said the official Syrian Tishreen newspaper.

"It is clear that Israeli leaders are forging facts and events in an uncovered game...Occupation in their view became self-defence and resistance to occupation became terrorism."

Lebanon said yesterday it would boycott the summit and called on world leaders to force Israel to implement UN Security resolution 425 which calls on Israel to withdraw from Lebanese land. Over the weekend, Mr Mohsen Dahloul,

Syria, a key regional player, yester- Lebanon's minister of defence, said the Arabia and Jordan, which were deeply summit was doomed to fail as it only aimed to please Israel. "The summit is... weird and bizzare," he said. "Is he who carries a rifle to liberate his land a terrorist like they claim? While he who occupies the land is opposed to terror-

> Radical Palestinian groups also attacked the conference. "Resistance of occupation with all ways and means is a right which is ensured by international law," said Mr Maher a-Taher, of the Damascus-based Popular Front for the Liberation of Palestine.

Arab diplomats said there was a danger that Islamist movements with large domestic support bases and genuine grievances against undemocratic gov-ernments and monarchies would be marginalised by the summit. They said such groups in Egypt, Bahrain, Saudi rooted spiritual, social and political movements, feared they were going to become the victims of a muddled western drive against terrorism and a growing stereotype that grouped all Islamists together as pariahs.

Fears have also been raised that the summit might exacerbate polarisation between those governments willing to join a western-Israeli alliance and those left outside like Syria, Lebanon, Iraq, Iran and Libya.

Jordan, seeking to defuse Islamist criticism of its participation at the summit, said yesterday it was attending the meeting to shore up Middle East peace. "We are not going there to point the finger of accusation at anyone," said Mr Marwan Muasher, information minister. "We are going there, without shame and fear, to support the peace process."



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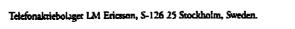
It is an old truth that practice makes perfect. On the one hand, you develop the necessary muscle to put up a winning performance. On the other, you gain the experience that lets you avoid pitfalls.

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GM hit by Dayton brake factory strike

A strike at General Motors' brake plant at Dayton, Ohio, has shut down 12 of its 29 North American assembly plants, affecting 40,000 workers. The number of plants hit will rise sharply if the strike continues, since the Dayton

plant supplies 90 per cent of

The strike, potentially one of the most serious at GM for several years, began last Tuesday. The dispute concerns outsourcing, under which GM seeks to increase the number of parts it buys from outside suppliers. The company is unusual in the industry in its expand the plant.

The company said yesterday reliance on its own component talks with the union were nents. Ford, for example, buys nents. Ford, for example, buys all its components outside. GM claims some of its com-

ponent operations are uncompetitive and insufficiently productive. In 1994, an attempt to buy brake parts outside provoked a three-day strike at the Dayton plant, which was settled by GM undertaking to promised expansion, involving extra jobs, has not taken place. The company said additional conditions on productiv-

ity had not been met. The assembly plants affected produce a wide range of GM vehicles, from Cadillac, Chevrolet and Oldsmobile cars to pick-up trucks. GM had warned that US already

The union now claims the vehicle production in the first quarter would be lower than last year.

The striking workers, under 3,000 in number, are in an unusually powerful position because the Dayton plant supplies virtually all GM's North American operations. Some of the closed plants, such as those in Lansing, Michigan and Oshawa, Ontario, employ

In Ohio. he was winning 58 per

cent, well ahead of Mr Buchanan on

14 per cent and Mr Forbes on 10 per

cent. In Illinois, the poll split 49-23-13

consolation in the very preliminary

rounds of caucuses in Missouri. But

his early lead over Mr Dole may not

stand up by the time the state com-

pletes its complex process of allocat-

ing delegates on May 17.

Mr Buchanan found some public

in his favour.

over 6,000 workers each. GM is due to sign the latest version of its international agreement with its workforce later this year. Analysts have speculated that the company may be willing to tolerate a prolonged strike as a show of muscle. The slowdown in car sales this year also means the company has a backlog of

Public spirit puts California's schools on-line

By Christopher Parkes in Los Angeles

More than 20 per cent of California's 12,000 elementary schools were connected costfree to the information superhighway at the weekend during a rare demonstration of community spirit.

An estimated 16,000 voluneers, guided by experts from the 1,000-plus sponsoring hightech companies, laid cable into classrooms and tapped telephone, networking and Internet connections in a one-day blitz worth up to \$200m in labour and materials.

Although the attendance of President Bill Clinton and Vice President Al Gore brought a touch of political circus, by common consent the day belonged to San Francisco's KQED public television station and Mr John Gage, chief scientist at Sun Microsystems, who led the campaign for Saturday's NetDay96.

The aim was to link to the network at least five classrooms and the library of each participating school. Although organisers yesterday proclaimed the event a triumph. early reckonings showed much of the effort was focused in northern California, home to the leading high-tech companies, and in affluent urban areas.

As some sceptics had feared, the more deprived regions appeared to be left on the mar-gins. For example, only 70 of the 660-plus schools in the Los systems.

Angeles school district were cabled and connected, with most of those in the better-off

parts of town. The event was California's response to studies showing the state ranked 45th in the country in terms of technology spending in schools, and that networking alone, excluding computer costs, would require 51bn of public funds.

In the event, most of the cost was borne by companies such as Sun, which pledged some \$500,000. Groups such as MCI and Sprint, the long-distance telecommunications carriers. and internet service providers offered cabling, practical guid-

ance and free net access. Microsoft gave 100 wiring kits and 50 copies of its Windows NT network operating system, while 75 employees gave up their Saturday. ...

The Telis Foundation, a project part-funded by the California Department of Education, was also closely involved. The year-old foundation, which promotes on-line electronic learning, started its interactive operations by providing free Internet access to more than 1,000 teachers plus back-up administrative support.

On the margins of the event, a San Diego-based charity which scrounges second-hand computers from business users and redistributes them for educational purposes, said it had been deluged with requests for hardware to connect to the

Dole rivals bicker as Super Tuesday looms

By Jurek Martin in Washington

Senator Bob Dole, the majority leader, was yesterday looking forward to today's Super Tuesday round of primaries amid increasing signs of disarray in the campaigns of both his remaining rivals for the Republican party's presidential nomination.

This was most evident in the sudden rift between Mr Steve Forbes, the magazine publisher, and his most



Forbes: "out of bounds"

prominent supporter, Mr Jack Kemp, the former housing secretary and con-gressman from New York.

In Florida yesterday, Mr Forbes dismissed as "totally out of bounds" comments by Mr Kemp on Sunday, in which he offered to try to negotiate a deal in which the publisher would endorse Mr Dole if the majority leader committed himself to radical overhaul of the tax system, the main plank in



Kemp: sudden rift

Mr Kemp, who only last Wednesday threw his support behind Mr Forbes, a close friend of many years, abruptly left Florida yesterday after the candidate had "100 per cent totally repudi-

ated" his initiative.
Mr Pat Buchanan, the conservative commentator, was in Oklahoma admitting he was likely to have "a rough day" in this next round of pri-marles, but rejecting all suggestions that he too, should accept the inevita-

bility of Mr Dole's nomination. He warned that his supporters would revolt at the party convention in San Diego in August if Mr Dole chose retired General Colin Powell as his vice presidential running mate.

Senator Al D'Amato of New York commended Gen Powell for this role yesterday, but Mr Buchanan said the views on abortion of the former head of the joint chiefs of staff rendered him unacceptable to the "muscular" Christians who constitute his own largest base of support. The Dole campaign is beginning to

consider what to do about Mr Buchanan in San Diego. A senior adviser to President George Bush, faced with a similar dilemma four years ago, has conceded it was probably a mistake to allow Mr Buchanan to say what he wanted to at the party's Houston convention in return for his endorsement of Mr Bush. His "religious and cultural wars" address did Mr Bush's reelection effort no good.

At stake today are 362 convention delegates in seven states, including a further nine in Louisiana, whose party caucuses early last month started the Buchanan bandwagon on

Texas leads the way with 123 delegates, followed by Florida (98). Tennessee and Oklahoma (38 each), Mississippi (33) and Oregon (23). Mr Dole. already assured of 392 of the 996 needed for the nomination, is favoured in all the major states.

He also received good news yesterday in the shape of opinion polls in two of the four big industrialised states which hold primaries next



Dole: urged to pick Powell



Buchanan: hurt George Bush

New 'Andean Community' to be modelled on EU

By Sally Bowen in Lima

The five countries of the Andean Pact announced the creation of an "Andean Community" at their weekend summit in Trujillo, northern Peru. in an ambitious attempt to revitalise their flagging 27year-old trading bloc.

The new organisation, modelled on the European integration process, is a last-ditch rotating between member

attempt to breathe life into an institution which has so far failed to adapt to the modern. free trade world.

The existing bureaucracy is to be superseded by a secretariat, also based in Lima, while the political profile of the new organisation is to be much enhanced. The council of foreign ministers will elect a secretary general, with the post

countries, intended to carry real executive power and resolve disputes.

Within five years, according to the Act of Trujillo, signed by Peru, Bolivia, Colombia, Venezuela and Ecuador at the weekend, the 100m-plus inhabitants of the Andean Community will have a directly elected parliament and a genuine customs

"This is not just a cosmetic

284.7

22.4

250.9

(33.6)

12.2

change," said Bolivian Presi-dent Gonzalo Sánchez de Lozada immediately after the closing ceremony late on Sunday. "The name is significant of our desire for genuine integration. It will be an unhurried but continuing process, taking account of the idiosyncrasies of the Andean countries."

The productive and cordial meeting of four presidents and Venezuela's foreign minister,

ael Caldera, came against a varied backdrop of political problems. Peru and Ecuador have still to resolve their stubborn border dispute which only last year flared into monthlong fighting. There are regular clashes between Colombian and Venezuelan troops on their

Colombia's President Ernesto Samper, meanwhile, is under investigation for alleged drug-trafficking links. On March 1 his country was denied "certification" (official US approval) for its counternarcotics efforts, severely dam-Yet economic ties within the

region have gone from said. strength to strength. Although trade between Pact countries accounts for only around 10 per cent of members" total international commerce, it has climbed steadily, from \$1.8bn in 1991 to \$2.9bn in 1993 and \$4.6bn last year.

cians have been doing every-thing possible to kill it," said Mr Sanchez de Lozada. He and Peruvian President Alberto Fujimori were reported to be the most enthusiastic proponents of a pragmatic and less bureaucratic new-look pact. What looks like the most

serious integration effort so far should be well received by the Andean Pact's trading partners. Mr Sabato della Monica, ambassador for the European Union in Lima, has called the existing organisation a "black hole" in the Americas in terms of trade organisation. "Negotiating with one real bloc instead tries is far more effective," he

The new Andean Community, its presidents admit, has a long way to go before it can aspire to the level of integra-tion achieved by its European model. But the political will finally seems to be there, to "open the door to the future", "Trade has been holding this as Mr Fujimori said in his closthing together while the politi- ing address.

Brazil welfare consensus sought

By Angus Foster in São Paulo

Brazil's Congress yesterday resumed work on social security reform, with the appointment of a new congressional reporter to oversee the project, after a government-backed proposal was thrown out last

Mr Michel Temer will try to build consensus between the government's reform proposals and opposition concerns that the changes will take away some people's pension rights. The government is worried that without reform, Brazil's pension system will become unable to be financed early next century.

Mr Temer is the centrist leader of the Brazilian Democracy Movement (PMDB) in the should be able to build agreement within his own party for some reforms. The PMDB, the largest party in the government's ruling alliance, was investigation, uncertainty chiefly responsible for last about whether it will begin week's setback when many members, including the party's the stability of the banking president, voted against the social security bill.

The government's proposals, which have so far taken about

a year of negotiations, have already been watered down; one minister said even the changes thrown out last week had been reduced to "tinkering" rather than real reforms.

President Fernando Henrique Cardoso has insisted pension reform remains a priority. He is due to arrive in Japan this morning for an official visit and his absence from Brazil has put on hold another problem delivered by Congress last week, when the senate decided to set up a commission of inquiry into the country's banking system. The government is trying to prevent the commission starting work, lest such a controversial investigation brings other business in

Congress to a standstill. The parties in Mr Cardoso's return before naming their representatives for the commission. Although some analysts believe he could delay the work is likely to undermine system, already damaged in the last year by rumours of Editorial comment, Page 21

Sime Darby Group

31ST DECEMBER 1995

INTERIM ANNOUNCEMENT HIGHLIGHTS OF UNAUDITED CONSOLIDATED RESULTS FOR THE HALF-YEAR ENDED

1995 1994 RM Million **TURNOVER** 4,652.3 4,780.7 **PROFIT BEFORE TAXATION** 502.2 482.7

EXTRAORDINARY ITEMS

EARNINGS

Per share – sen

EARNINGS 13.5 **GROSS DIVIDEND**

The Group achieved a 13% overall increase in earnings for the period with the Malaysian operations more than making up for significant declines in the Hong Kong and Singapore Regions. Group profit before taxation was RM502.2 million against RM482.7 million previously, while earnings per share for the half-year ended 31st December 1995 improved to 13.5sen

Noriega turns on his accusers

Did US authorities go too far in their eagerness to convict former Panamanian strongman on drugs charges? Henry Hamman reports

or the lawyers in the Miami US Attorney's a relatively short prison sen-office, the 1992 trial of tence. former Panamanian dictator General Manuel Noriega on drug charges was a high-pro-

file, high-risk venture.

The Bush administration, after invading Panama, had brought the general to the US and was looking for legal vindication of its unprecedented attempt to extend the reach of

Government lawyers used as witnesses against Gen Noriega many of the men who were alleged to have been instrumental in developing Panama as an important site for the processing and transshipment of cocaine and the laundering of drug money. The general's attorneys attacked their credibility, but the government pre-vailed, and in April 1992, Gen Noriega was found guilty of narcotics trafficking and sen-tenced to 40 years in prison.

Last week Gen Noriega was back in a Miami federal courtroom to try to overturn his conviction on the grounds that the US authorities had overstepped the mark in their eagerness to put him behind

A key witness in his original trail was Panamanian airline owner Mr Ricardo Bilonick. Mr Bilonick, himself facing US drug charges at the time of his trial, said his airline had been cocaine to the US. In return for request for a new trial.

In court last week, one Cali said their testimony had been ernment went too far in its his family were given residence.

Which for the US. In return for request for a new trial.

In court last week, one Cali said their testimony had been ernment went too far in its procured by inducements. Mr quest to convict Gen Noriega.

Obtaining Mr Bilonick's testimony was a high priority for the prosecutors, but it was not until well after the trial had started that he agreed to come to the US and give evidence.

The government was so desperate to get him as a witness that attorneys entered an agreement with another high-level Cali cartel operative, Mr Luis "Lucho" Santacruz Echeverri, promising him a big reduction in his 23-year jail term if he could produce Mr not revealed to the defence during the trial, nor to the court. After Mr Bilonick testified, Mr Santacruz Echeverri had his sentence cut by nine

Mr Santacruz Echeverri is the half-brother of José Santacruz Londoño, a reputed kingpin of the Cali cartel who was killed in a shoot-out with police last week in Colombia.

ast autumn, evidence surfaced that called into testimony. Two high-level Cali narcotics cartel defectors told the US Drug Enforcement Administration that the Cali

legal rules, the general's law-yers were told of the claim, used to ship huge quantities of which formed the basis of his



"A." said he gave a cash downpayment to Mr Bilonick and the balance to his wife. The man who brokered Mr Bilonick's surrender, Mr Joel Rosenthal, a former federal prosecutor who has confessed to money laundering, denied knowledge of any bribe, as did the lead prosecutor in the Noriega case, Mr Michael Pat-

rick Sullivan. Mr Bilonick, too, has said he took no money from the Cali cartel. Mr Sullivan said he told the cartel through Mr Rosenthat that no threats or inducements should be made to get drug cartel paid Mr Bilonick Mr Bilonick's testimony, but change the outcome. \$1.25m to testify. Under US acknowledged: "I had certain Judge William Hoeveler, who fears of what methods of per-

suasion might be used." Gen Noriega's attorneys proCarlos Lehder Rivas, a Colombian drug dealer now serving a 55-year sentence, claimed the government reneged on prom-ises of a big sentence reduction and transfer to a German prison for testimony against

Gen Noriega.

Mr Rogelio Alba, a former colonel in the Panama Defence Forces, alleged a government lawyer threatened him with prosecution if he did not testify and said DEA agents led him to believe he would receive up to \$20,000 if he testified. One of the DEA agents who shep-berded Mr Alba during his testimony denied any promises of cash had been made.

Gen Noriega's lead attorney, Mr Frank Rubino, argued that the hearing showed the gov-ernment had "given control of the collection of evidence and the production of witnesses to criminals". He said the failure to disclose its agreement with Mr Santacruz Echeverri during the trial deprived the jury of a possible motive for Mr Bilonick's testimony.

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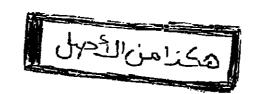
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Government attorneys argued that even if the defence had known of the agreement, discrediting Mr Bilonick would not have shaken the strength of the government's case against Gen Noriega enough to

presided over the original trial and the new trial hearing, is expected to take several weeks are



BUILDING TELECOMMUNICATIONS SYSTEMS THAT HELP BUILD A BETTER WORLD.



Behind the telephone that rests so comfortably in your hand is a vast system of lines, links and connections. It is the communications infrastructure, and without it that phone call would be impossible. NTT, Japan's largest telecommunications carrier, is the company behind the telephone. Working with local telecommunications companies around the world, NTT can create a one-stop, total communications service, from planning to infrastructure — then go on to provide such additional support as

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Dispute

unsettles

By John Ridding in Hong Kong

The war of words between

China and Taiwan is sending

unsettling echoes around Hone

Kong as it prepares for next

year's handover to Chinese

A 7 per cent plunge yester-day in the Hang Seng stock market index, down 800.54

points at 10,315.25, was attri-

buted mainly to Friday's sharp

Hong

sovereighty.

Separate States

By Ted Bardacke in Bangkok

Thai economic authorities are considering a new set of fiscal and monetary measures to slow the speculative capital inflows that are complicating the country's fight against high inflation and a large current account deficit.

Possible measures being studied by the Finance Ministry include introducing a tax on currency swaps and increasing the withholding tax rate on interest income from 10 per cent to 15 per cent. The former is likely to cut down on some private sector foreign currency borrowing by raising its effective cost, while the latter will discourage some international investors from taking advantage of the interest rate differential between US Treasury bonds and short-term bank deposits in Thailand.

If enacted, the increased taxes would be the first time since economic overheating fears began to be a worry that the ministry has actively implemented specific administrative policies aimed at reducing speculative inflows. In the past, the Bank of Thailand, the central bank, had been alone in pursuing restrictive monetary policies.

Analysts said potential moves by the ministry are a sign that Thai authorities may be more worried about economic fundamentals than they are admitting in public.

On the monetary side, the Bank of Thailand is considering raising the cash reserve requirement on non-resident baht accounts at finance companies to 7 per cent to match the requirements imposed on similar accounts at commercial banks last year. Once the finance companies are constrained in this way, the reserve requirement on the commercial bank accounts may be raised to 10 per cent. central bank officials said.

Raising this reserve requirement lowers the rates banks and finance companies will offer depositors, thus decreas-ing the dollar-baht interest rate differential. Because the Thai currency is in effect pegged to the US dollar, administrative measures such as these are the only short-term tools available to Thailand to fight inflation and current

account deficit, analysts say. Other traditional measures such a raising interest rates so as to slow down the economy only serve to increase capital inflows, which in turn spurs inflation.

A reduction in government spending is also difficult as Thailand already has one of the most restrictive fiscal policies in Asia, having continually run a budget surplus for the past several years.

Sumitomo Bank to reduce costs

By Emika Terazono in Tokyo

Sumitomo Bank, a leading Japanese commercial bank has tried to avert public criticism over the industry's role in the housing loan crisis by announcing a list of cost cutting measures.

The announcement follows agreement between the ruling coalition and the banking industry last week when the banks pledged to restructure their operations to increase their profits and repay tax payments the Y500bn (\$4.7bn) in public funds to be used in a plan to bail out bankrupt housing loan companies, or iusen. Other banks are expected to follow Sumitomo's example.

Bank of Tokyo-Mitsubishi, which will be created through the merger between Bank of Tokyo and Mitsubishi Bank, is to reduce its workforce by 3.000 by curbing new recruits and cutting the number of outlets. But the banks denied yesterday that the personnel reduction was in response to last week's agreement with the

Mr Toshio Morikawa, Sumi-

through attrition and would seek further ways to cut personnel costs. The hank would reduce other overheads by merging and closing branches, and suspending the launch of new branches, he said.

Mr Morikawa said Sumitomo would return to the black for the business year which runs to the end of this month in spite of writing off its bad loans to the jusen. One of the objections against last week's ment between the banks and the government was that the banks would be exempt from tax payments in the medium term since they could be in the red because of bad loan write-offs.

Sumitomo posted a pre-tax loss of Y335.7bn and a net loss of Y335.5bn for the year to March 1995 following large

write-offs of bad loans. Mr Morikawa said the bank's net operating profit, drawn from its core banking business, would rise by 60 per cent in the current year to Y390bn thanks to low short-term interest rates. He said that the bank would dispose of its bad loans by using its operating profits tomo president, said his bank and by raising profits through would cut its workforce by share sales.

Treason and rebellion charges

Ex-presidents on trial in S Korea

By John Burton in Secul

Two former military presidents, who ruled South Korea for a total of 13 years, yesterday went on trial on treason and rebellion charges for which they could receive the death penalty.

Mr Chun Doo-hwan and Mr

Roh Tae-woo are accused of leading a 1979 army mutiny that brought their military clique to power, and subsequently ordering a massacre of at least 200 pro-democracy protesters in 1980. Fourteen other former military officers, some of whom later held senior government positions, are also being prosecuted.

Both ex-presidents, arrested last autumn, are already being tried for allegedly accepting hundreds of millions of dollars in corporate bribes during their 1980-93 terms of office. Mr Kim Young-sam, South Korea's first civilian president

prosecution of his two predecessors as part of a campaign to eradicate the country's "anti-democratic legacy".

Both accused and some opposition leaders argue Mr Kim is engaging in political expediency to consolidate his control of the ruling party, established by the two ex-presidents, while trying to win votes ahead of crucial general elections next month.

friends since childhood, wore pale blue prison uniforms but

no handcuffs as they were led into the courtroom. Security outside was tight as more than 700 riot police guarded the Seoul district court building against angry demonstrators.

The most dramatic moment came inside the court when the father of a student dissident beaten to death by riot police in 1991 yelled insults at the defendants and was then assaulted by several men, later identified as sons and aides of Mr Chun.

The chief prosecutor said the trial was necessary to assert the rule of law and prevent

future military coups.

The ex-presidents claim they were forced to stage their December 1979 revolt against the then army chief of staff because he was allegedly impli-cated in the assassination of President Park Chung-hee three months earlier. The purge of the military's top adership paved the way for Mr Chun becoming president

in August 1980. Mr Chun's declaration of national martial law in May 1980 triggered protests in the opposition stronghold. Kwangju Military forces were ordered to suppress the demonstrators and more than 200 peo-

ple were killed. The defence yesterday argued strong action was necessary for security reasons because North Korea was then on "war alert" and "the government had to end nationwide protests quickly".

Thailand may Tokyo urges restraint on Beijing

By Peter Montagnon and

Mr Yukihiko Ikeda, Japan's foreign minister, yesterday called on the Beijing and Taipei governments to get together to resolve their differences over Taiwan's status and warned that missile tests were harming China's chances of unification with the island. Japan had warned China to

avoid raising international tension on several occasions, including at head of state level at the recent Asia Europe summit in Bangkok. The head of the foreign ministry's Asian bureau had summoned Chinese diplomats in Tokyo to express concern since the tests began last week, he said. "In terms of international

as "degrees of sabre-rattling".

with Taiwan and in the proces

ing to military conflagration.

Academy of Social Sciences,

said he did not believe conflict

was imminent because he

assumed Taiwan's leadership

but warned that US interfer-

ence would vastly complicate

"It's a family problem, like

two brothers arguing with each other, or fighting between

husband and wife: let them go

and sort it out by themselves."

Inevitably, war talk in the

Taiwan Strait has focused

attention on the military bal-

ance across the 135 miles of

water that separate the island

of Taiwan from mainland

China. But defence analysts

believe it is misleading to cal-

ASIA-PACIFIC NEWS DIGEST

sought a number of additional orders.

stay of the orders pending an appeal.

Editorial Comment, Page 21

Australian blow

Mr Rupert Murdoch's News Corporation was dealt a further

competition until the end of the century. Mr Justice James Burchett had already barred News from beginning the competition as planned in 1996, but the Australian Rugby League - which was undermined when News starting signing

up its players and clubs for the new competition last year -

Virtually all of these were granted yesterday, including the

longer-term ban, which the ARL claimed was necessary while

Super League last year, are used. News said it was asking for a

Lee Kuan Yew faces new surgery

Mr Lee Kuan Yew, Singapore's senior minister, is to undergo

fresh treatment to increase the supply of blood to his heart

after tests found an artery had apparently narrowed again.

Surgeons performed an angioplasty on the former prime

artery, using a balloon inserted via a catheter to widen the

Mr Lee, 72, said afterwards that he expected to recover fully

minister on January 20 to open up a narrowed coronary

in about six months. But the prime minister's office said

■ Mr John Howard, Australia's new conservative prime

minister and a declared monarchist, declined to swear allegiance to the "heirs and successors" of Britain's Queen

sector economists putting the figure between A\$3bn

severe as in January before the angioplasty.

Elizabeth yesterday when he took office.

(US\$2.3bn) and A\$9bn.

yesterday that tests "revealed that there is an inadequate supply of blood to the heart," though the case was not as

"The probabilities are that the left circumflex artery has

renarrowed. Statistically, this happens in 30 to 40 per cent of balloon angioplasty cases," the statement said. A California heart specialist would help perform a special procedure on the

■ Forecasts due for release today by the Australian treasury are expected to show a budget deficit for 1996-97, with private

■ Prince Norodom Ranariddh, Cambodian co-premier, said he had no wish to succeed King Norodom Sihanouk, his ailing

Reuter, Phnom Penh

father, who at the weekend said he might have to step down

it rebuilt its own competition. The orders will not affect the rugby league competitions outside Australia in which News is

also involved, but there will be curbs on TV broadcasts of

games in Australia if former ARL players, who defected to

blow in the Australian courts yesterday, when a judge barred it from running a breakaway "Super League" rugby

for Murdoch

would not dare to g



self-restraint," he said. "Fur-thermore we believe the Chinese are not getting the expected effect. Rather, they are producing the opposite result." China fired three missiles in test areas close to Taiwan on

Friday. It has since also announced other exercises in the Taiwan Strait in an attempt to reduce support for President Lee Teng-hui in a presidential election due on March 23, and to dissuade voters from supporting formal

Chinese atomic weapon test. That caused Japan to freeze new grant aid, itself an unusually sharp reaction.

Japan was particularly concerned about the latest announcement of conventional missile tests, which had forced Japanese airlines to reschedule some air routes. "Changes in air routes have been made inevitable. We will also have to investigate whether various activities by (Japanese) nation-

He noted that the last time

China sought to mount an

operation beyond its borders it

lost 35,000 men. Its invasion of

Vietnam in 1979 was described

by Chinese propaganda as a

"counter-attack in self defence", and resulted in China

receiving a "bloody nose". China's options in mounting

a full-scale naval blockade are

also limited. Defence analysts

doubt that Beijing could

involve more than 50 warships

in such an exercise and this would be insufficient. China is

modernising its fleet with the addition of guided missile

destroyers such as the Luhu

built in its own shipyards and

the acquisition of Kilo class

submarines from Russia, but

its navy remains predomi-

nantly a coastal defence force.

the threat of a naval blockade

to wobble the stock market in

Taiwan," one attache said.

But if they tried to convert

the blockade into practice, the

threat would be exposed."

"They would be able to use

He did not believe the Chi-

deteriorate with last year's big and would not ask for compensation for the air route diversions. Asked what Japan would do if China invaded Taiwan, he said: "We do not think there will be a Chinese invasion." Japanese military experts did not think China had the military strength to take and hold Taiwan, said Mr Ikeda, a former director general of the Japanese defence

> nese leadership wanted to jeopardise its campaign to be admitted to the World Trade Organisation and other international forums. He saw no change in "the top of their pri-ority list, which is to maintain domestic stability through economic reforms and an open

> > "The M-9 is their best bit of

inventory. It is accurate and

reliable; they have shown that,

but the question is what do they do next?" asked one. He

also noted that stocks of M-9s,

which cost \$2m-\$3m (£1.3m-

vast numbers of M-9s, and not

cheap either. This is not like

dropping an iron bomb. This is

China, in its missile tests

and use of live-fire ammuni-

tion, has kept to international

waters. If tests moved inside

Taiwanese territorial waters,

irrespective of Beijing's historical claims to Taiwan, these actions would be seen

internationally as an act of

little to protect ourselves from

missiles: it takes a lot of logis-

tical support," said Mr Andrew

Chinese mining of waters off

Taiwan's ports would also be regarded as highly provocative,

since it would affect ships of

China's economy inevitably

would be harmed. While a fur-

ther serious escalation seems relatively unlikely at this

stage, since it is in neither

side's interests, such a possibil-

ity cannot be ruled out. Chi-

na's leaders in their resort to

brinkmanship have embarked

Advanced Policy Studies.

third countries.

on a risky course.

This is

psychological

warfare with

dangerous

"It is not easy to produce

£2m) each, are "finite".

an expensive bit of kit."

fall on Wall Street and fears of a halt in monetary easing. But the rising tension across the Taiwan Straits exacerbated the downturn and fuelled concerns

among some in Hong Kong.
"It is very worrying," said
Mrs Emily Lau, an indepen-dent member of Hong Kong's Legislative Council. "It draws attention to the uncertainties facing Hong Kong. For many, the risks could lie

on the economic front. "If trade relations between China and the US suffer, then the implications are potentially serious," says the chief econo-mist at a US investment bank. Miss Denise Yue, Hong Kong's secretary for trade and industry, is in Washington lobbying the US to uphold China's Most Favoured Nation trading status, reviewed annually Before leaving Hong Kong, she warned that revocation of MFN for China would have a damaging impact on exports and reexports through Hong Kong and could halve its economic growth, now 5 per cent.

Despite the anxiety aroused by China's stance towards Taiwan, many believe the storm will blow over.

One local banker pointed out: "There is a big distinction between the Hong Kong question, which is resolved, and the Taiwan issue." But he added that the severity of China's stance could prompt concerns.
"The events of the past few days show the tough-guy side of Beijing that is not a side Hong Kong wants to see ahead of the handover".

Hong Kong has formed part of a wider game plan in Bei-jing, providing an advertisement for reunification with Taiwan. Consequently, China's strategic interests have increased the importance of a smooth transfer of sovereignty

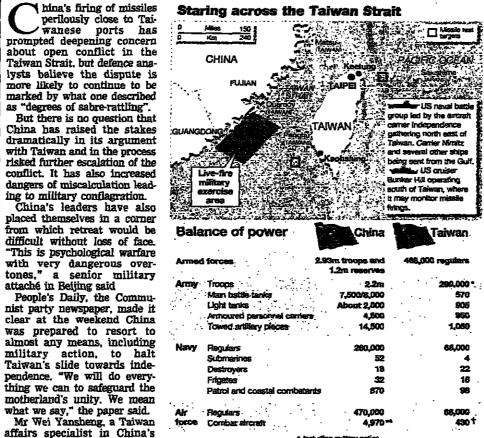
As President Jiang Zemin said in January: "The return of Hong Kong to the motherland is the first station in our Long March. After that, there is Macao and, finally, Taiwan. We will have a bright future if we do well with this first station

of Hong Kong."
What worries Hong Kong is that confrontation between China and Taiwan would diminish this strategic role. "You don't need enticements if you end up resorting to violence." one diplomat said.

als have been affected independence. Mr Ikeda's remarks, in an adversely, and if so, then cerinterview, mark a new blunttain concrete actions might be ness in Japan's stance towards taken...But I would rather refrain from commenting on Beijing, normally handled with law we certainly cannot ask a acute circumspection by what specific means we might country to refrain from exer-Tokyo. It also reflects a worsemploy," said Mr Ikeda. cises on the high seas, but we ening in bilateral relations He stressed that Japan was do hope that they will exercise with China, which began to not contemplating anything

China takes risky course on Taiwan

Serious escalation cannot be ruled out, Tony Walker and Laura Tyson write



culate relative strengths and weaknesses based on firepower

Most agree China would pay a terrible price if it sought to invade Taiwan. But they also note Beijing has various options that stop well short of risking the sort of carnage that might result from an attempted invasion. Virtually any further serious escalation. however, such as a blockade. would bring a heavy price internationally.

Estimates provided by a western embassy in Beijing thing like 800,000-1m men to invade Taiwan, but its amphibious and sea-lift capabilities would enable a maximum force of about 50,000 men to be

Sino 275 F-5s. 50 F-104s. 40 Charg Kup Roham

involved in such an exercise. "They don't have the amphibious landing capabilities for a force of more than 50,000, they are limited in their capability to sea-lift in supplies and additional manpower, they don't have the ability to provide air cover and co-ordination and they lack experience," a defence attaché said.

China's ability to provide adequate air cover for its navy overtones' is limited, at best. Taiwan's air Taiwan would have little defences are regarded as one of defence against Chinese misits strong points. Its Americansupplied F-5s carry superior firepower and have better avisile attacks and would have to rely on the international comonics than their Chinese counmunity to put pressure on terparts, except, possibly, for China to stop. "We can do very

China's new SU-27s. But a defence attaché said that while the Russian-supcraft", it was not clear Chinese pilots were yet able to fly it to "its operational capability". It was also doubtful if missiles on the SU-27s were up to the stan-

dard of the Taiwanese ones. China, with its use of its M-9 intermediate range missile, three of which were fired into international waters off Taiwan's two main ports last Friday, demonstrated an ability to disrupt shipping, but in doing so, it may have already played its trump card, military attachés say.

INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE

This table shows growth rates for the most widely followed measures of narrow and broad money, a representative short- and long-term interest rate series and an average equity market yield. All figures are percentages.

UNITED STATES E GERMANY **JAPAN** Broad Mathy gATQ 5.35 4.64 4.77 5.18 6.90 6.40 5.24 4.18 4.20 3.39 0.84 0.55 0.54 0.48 0.65 0.75 1.00 0.87 0.78 0.86 7.67 8.39 8.84 8.50 8.55 7.86 7.00 5.86 7.08 6.57 5.12 4.15 4.43 5.31 7.62 7.21 4.28 2.83 2.12 1.12 8.7 7.3 6.4 5.7 4.5 5.6 8.2 7.9 9.0 1.79 2.21 2.61 2.22 2.11 2.38 2.45 2.11 1.77 2.00 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 8.99 8.06 5.87 3.75 3.22 4.67 5.93 7.12 8.49 9.25 9.52 7.28 5.36 4.53 1st qtr.1995 2nd qtr.1995 3rd qtr.1995 4th qtr.1995 4.38 3.27 3.05 2.88 0.86 0.93 0.86 0.81 3.7 2.9 3.2 4.9 6.18 6.03 5.79 5.73 7.47 6.60 6.32 5.89 2.86 2.68 2.53 2.38 2,15 1,23 0,66 0,43 0,3 -1,1 -0,7 1,3 1,90 2,09 1,98 2,02 1.0 0.2 -0.6 -1.8 0.5 1.4 3.3 4.2 7.20 7.05 6.63 6.16 6.26 6.50 6.19 8.03 5.93 5.71 5.64 5.81 4.5 5.6 5.9 7.0 7.2 8.6 9.9 12.1 13.9 13.1 12.8 2.04 1.37 1.24 1.09 0.80 0.71 0.46 0.41 0.44 0.42 0.45 0.50 4.08 3.52 3.35 2.96 2.91 3.25 2.97 2.89 2.88 2.85 3.10 3.19 -0.5 -1.3 -1.4 -0.8 -1.2 -0.6 -0.3 0.4 1.0 2.4 3.7 6.15 6.12 6.05 5.84 5.80 5.82 5.74 5.81 5.74 5.63 5.42 5.15 0.92 0.92 0.91 0.96 0.91 0.85 0.82 0.83 0.77 0.75 3.5 2.6 2.5 2.9 3.4 3.5 4.0 4.4 6.3 8.2 7.26 7.07 6.85 6.70 6.79 6.71 6.56 6.55 6.32 6.07 5.90 6.18 2.00 2.12 2.10 2.06 2.01 1.97 1.96 2.04 2.04 1.97 1.88 1.86 E ITALY # FRANCE Long Internet Pate Equity Morbet Yhdd Short Interest Rase Long Internet Rate 1.41 1.94 2.46 2.84 3.63 2.35 1.67 1.72 15.4 15.2 17.6 16.1 8.0 5.1 3.5 5.0 7.2 1985 1987 1988 1989 1990 1991 1992 1993 1994 1995 6.65 7.47 6.12 6.14 1st qtr.1995 2nd qtr.1995 3rd qtr.1995 4th qtr.1995 8.07 7.59 7.35 7.10 6.7 6.0 5.8 5.5 4.9 6.3 8.3 9.4 6.73 6.76 6.87 6.71 8.07 7.78 7.48 7.18 6.44 5.96 5.98 6.89 5.90 5.60 4.70 4.42 10.96 10.84 10.41 10.85 10.88 10,44 10.26 10.69 10.60 10.51 10.01 9.84 13.48 13.44 12.37 12.41 12.23 11.67 11.49 11.94 11.84 11.18 10.47 10.54 5.5 5.6 6.9 8.1 8.4 8.3 9.0 9.8 9.8 8.01 7.80 7.54 7.45 7.42 7.30 7.34 7.47 7.06 6.76 6.44 6.58 0.7 -0.7 -0.8 -0.9 3.0 -1.0 -0.3 0.6 1.6 2.5 7.0 5.9 5.7 5.7 5.5 5.5 5.7 5.2 6.1

Mosetary growth rates: show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. All growth rates refer to the seasonally adjusted series except for Japan and italy. German monetary statistics now form a continuous pan-German series, Monetary deta supplied by Datastream and WEFA from centrel bank sources, interest rates; short-term, period everages of US = 90-day commercial paper, Japan = 3-month Certificates of deposit, Germany = 3-month Fibor, Figure = 3-month Fibor, Fibor, Figure = 3-month Fibor, Fi

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PM pledges crackdown on habitual late payers

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Mr John Major yesterday pledged to crack down on the late payment of bills by big companies and Whitehall departments as he unveiled a package of measures aimed at easing the burden of red tape on small businesses. The prime minister said he personally favoured measures which would force companies to declare their record on late payments at reg-

Mr Major said the government should "take steps to generate

referendum

embarrassment among those who wilfully and continually pay late." He also announced plans for "onestop shops" of regulators to give advice on the rules and regulations facing employers.

Mr Major's speech gave a clear indication that small business policy is likely to be a key battleground at the next election.

His comments were also in stark contrast to recent comments from Mr Michael Heseltine, the deputy prime minister, who had boasted about "stringing along his creditors"

when he was a young businessman. been required to publish their payment policies in annual reports. But trade and industry ministers said the government could introduce statutory regulations requiring compa-nies to disclose their payment records before the end of this year.

be consulted on whether payment records should be published. Mr Stephen Alambritis, of the 90,000-strong National Federation of Small Businesses, said Mr Major's

Mr Major said industry would now

But the Institute of Management said plans to embarrass late payers

would "result in red faces for the

government." In his speech to the first "Your Business Matters" national conference, which aimed to identify the concerns of small businesses. Mr Major also ordered government speed up payment. He pledged to draw up "rigorous" league tables

announcement was "a step in the but the record of what they actually

The prime minister said the government would introduce other measures to help small and medium sized businesses. These included: ● A series of one-stop shops to give across the board advice to employers on regulations dealing with fire safety and environmental standards. Simplified registration for new companies so that they do not need to register separately with the Inland Revenue, the Contributions which exposed "not their aspirations Agency and Customs and Excise:

• A computer system to provide a single point of information about regulations and licences for new

companies. Mrs Margaret Beckett, Shadow Trade and Industry Secretary, said the government itself was one of the worst offenders on late payment, owing at least £200m to small busi-

nesses in late payment.

"Small business people would be wise to be very cautious of proposals coming from this Government whose record far belies their rhetoric," she

the manufacture of basic met-

als, food, drink and tohacco

A warmer January depressed demand for eas and electricity.

leading to a sharp fall in the

output of the energy supply

Mining and quarrying output

fell 1.7 per cent between

December and January, while

the output of the electricity,

of the energy extraction and

supply industries - fell by 0.5

per cent between December

and January.
In the three months to Janu-

ary industrial production was

and transport equipment.

and extraction industries.

Upbeat outlook for oil industry

The outlook for the UK oil and gas industry remains bright, according to a new report by the UK Offshore Operators Association, a trade group for the 34 companies which operate production platforms in

the North Sea. The report predicts that annual oil production will continue to exceed the present rate of consumption for another 10 years. It also suggests that offshore reserves are sufficient to maintain oil and gas production at "significant levels" for at least another 20 years.

In common with recent estimates from other organisa-tions, UKOOA believes that oil production will reach a new record of around 2.9m barrels a day in 1996-97, before declining slowly to about 1m b/d by

It notes that a big factor behind bigger reserve estimates is the ability of the industry to extend the life of existing fields. "Enhanced oil recovery, tight control of operating costs and incremental investment in these older fields are all making a very significant contribution," says

the report.
UKOOA estimates that twothirds of the total increase in economically recoverable oil reserves is from the improved

potential of existing fields. The annual expenditure of the offshore industry is expected to remain at around £8bn-£10bn (\$12.24bn-\$15.3bn), with half the amount being used to maintain existing platforms

and pipelines. The scope for increased gas supplies is highlighted by figures which show that gas production could reach a new peak of 10bn cubic feet a day by the end of the decade.

That would be twice the amount produced in 1980. The ability of the offshore industry to produce large quantities of gas was one of the main factors behind the government's decision to open the domestic gas market to full competition

Tories wary of | Manufacturing picture remains gloomy

party's support By Robert Peston,

Political Editor

The launch of Sir James Goldsmith's Referendum party could "make the difference between the Conservative party winning or losing the next election", according to a paper written by a Tory party

A briefing note for Tory in the next few weeks to Members of the European parliament says private opinion polls commissioned for Sir James suggest "it may attract as much as 6 per cent support" in a general election, although "it is realistic enough to believe this is more likely to be 1 or 2 per cent at best".

The paper says that even this lower vote could be enough to cost the Tories 25 seats. In the last general election such a vote swing referendum on would have made the membership of the EU. difference between a Conservative government and a hung parliament".

Ministers and Tory officials were yesterday pouring scorn on the paper. "It is a pretty efficient synopsis of recent press cuttings on Goldsmith by an obscure researcher," said a Tory official "Frankly, it is a statement of the obvious."

In a sign of the seriousness of the threat posed by Sir James, Mr John Major, the

whether he can be persuaded to back off.

Sir James, a billionaire and MEP, has said that he will field candidates in every constituency, unless candidates of the leading parties commit themselves to a "fair referendum" on the Maastricht treaty.

The government is expected announce a commitment to hold a plebiscite on participation in a single currency. But it has ruled out a referendum on the broader issue of the EU's constitution. which is the only basis on which Sir James has said he would stand down.

Sir Teddy Taylor, an outspoken Tory Eurosceptic, last night called on the government to offer a referendum on UK's

Sir Teddy was reacting to publication of remarks recently made by Mr Jacques Santer, president of the European Commission, that "in a few years from now, before the turn of the centrury" the process of EU integration "will have grown into economic and political union".

A furious Str Teddy said that Mr Santer was "right to say that we will have a single EU prime minister, has been in state with central economic contact with him through a controls unless we do third party, to ascertain something about it now".

By Graham Bowley,

UK factory output recovered slightly in January after the big fall suffered in December, but the longer term outlook for manufacturers is still gloomy, figures showed yesterday.

The subdued figures pro-

vided further evidence that manufacturers continued to run down stocks of finished goods built up in the second half of last year rather than increasing production. Some City economists

believe that output will recover in the second half of this year, as stock correction comes to an end and demand in home and European markets starts to pick up.

Mr Geoffrey Dicks, an econoMarkets, said: mist at NatWest Markets, said:

"Manufacturing has still some way to go to reverse recent losses, but at least the corner appears to have been turned."

of durable goods, which they said was consistent with signs

that conditions on the high street were improving as consumers start to spend more on "big ticket" items.

Industrial production

1990=100, seasonally adjusted

cent between December and fall and the biggest since January - due largely to August 1993. increased production of textiles, leather and clothing and food, drink and tobacco, the Central Statistical Office said.

But factory output in the

Producer price inflation

All manufacturing, arrival % change

gas and water supply industries declined 6.4 per cent.

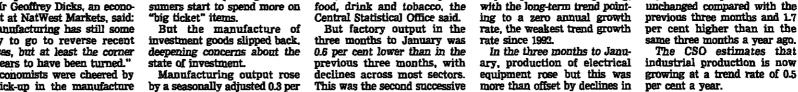
Overall industrial production - which consists of manufacturing output and the output

The CSO believes that factory output is now stagnating, with the long-term trend point-

Factory inflation at lowest rate for a year

The CSO said that there was a partic ularly pronounced decline in prices of petroleum products, which fell 2.1 per cent between January and February. This was the biggest decline since at

Poor demand in domestic and export markets has meant that manufacturers have had to limit price increases in



By Graham Bowley,

Factory gate price inflation fell to its lowest rate for a year last month, as industry's raw material costs continued to decline, helped by a fall in petrol and electricity prices.

The Central Statistical Office said yesterday that producers' output prices rose 3.7 per cent in the year to February, the lowest annual increase since February last year. The figures, which reflect the current slowdown in British manufacturing, provided further evidence that inflationary pressures in

industry remain under control as manufacturers are forced to slash prices to clear stocks of unsold goods.

Economists said the data vindicated the decision by Mr Kenneth Clarke, the chancellor, to cut interest rates by a quarter of a point to 6 per cent last week. Mr Clarke cited subdued price pressures in industry as one of the main reasons for the rate cut.

Mr Alex Garrard, UK economist at UBS, said that the figures suggested that there would be at least one more quarter of a point reduction in UK interest rates soon. "With input price inflation continuing to fall back, helped by sterling's stronger performance of late, price pressures in the manufacturing sector are expected to remain

muted." he said. Producers' input prices - the cost of materials and fuels purchased by manufacturers - rose 3 per cent in the 12 months to February. This is the lowest annual increase since June 1994.

A fall in the price of electricity to industrial consumers and lower prices for crude oil meant that input prices unadjusted for seasonal factors fell 0.9 per cent between January and February. After adjustment, input prices declined by 0.3 per cent last month.

food, drink, petrol and tobacco components, rose 3.5 per cent in the year to February, the lowest annual rise since January last year.

least the beginning of 1992, the CSO

order for them to sell their goods.





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No cash for Sinn Féin 'while violence lasts'

There should be no financial backing for Sinn Féin in the US until the IRA declares another ceasefire, an Irish-American businessman who has played an important part in the peace process said yesterday.

Mr William Flyn, president of Mutual America, one of the biggest US insurance companies, said in an interview with the Financial Times: "There can be no financial support until this matter is resolved.

"The idea of going back to violence isn't acceptable. I believe this to be

the view of the majority of Irish Americans," Mr Flyn said on the eve of a visit to the US by Sinn Féin tant figure in the peace process in 1994 when his invitation to Mr Adams to speak at a conference on Northern

president Gerry Adams. He said he hoped the Irish republican leader would take back the message that "there has to be a ceasefire, with no ifs or buts".

The comments will add to pressure on Mr Adams from the US administration, and both the UK and Irish governments, to persuade the IRA to formally end its campaign of violence as a precondition of Sinn Féin's involve-

ment in all-party talks. Mr Flyn first emerged as an imporIreland led Mr Bill Clinton, the US president, to grant the Sinn Féin leader a visa against the advice of the British government.

Mr Flyn subsequently helped to broker the IRA ceasefire. Yesterday Mr Flyn said he sup-

ported the US administration's decision to grant Mr Adams a visa on the condition that he did not get involved in fund raising.

"We need to support Mr Adams in the interests of peace," he said.

MELPING

It emerged yesterday that, following the London bombings early last month, Mr Flyn flew to Belfast and had separate meetings with Mr Adams and leaders of loyalist paramilitary groups in an effort to prevent a resumption of terrorism.

The US administration is thought to believe that Mr Adams remains one of the few figures in Sinn Féin capable of influencing the IRA.

Mr Adams has been excluded from a White House dinner later this week for representatives of the Irish American community and Northern Ireland

mal contact with US officials, including Ms Nancy Soderberg, a senior member of the US National Security

Council. President Clinton's ban on fund raising during Mr Adams' visit means that Friends of Sinn Fein, the organisation which is the main conduit of funds in the US for Sinn Féin, has had to cancel a fund-raising dinner at the Plaza Hotel in New York.

Mr Adams may also have to cancel a potentially well-paid lecture tour of the US he was due to make in May unless there is a ceasefire.

UK NEWS DIGEST

Progress on \$50m oil spill claim

Significant progress has been made on settling a 134m (\$52.02m) claim by Shetland Islands fishermen for loss of business caused by pollution from the tanker Braer which was wrecked on the Islands in January 1993, spilling 85,000 towness of crude oil.

Local sources said the 130 fishermen claiming were likely to receive about £5m from the International Oil Pollution Compensation Fund, following talks last week between the fund-

and the Shetland Fishermen's Association. The IOPCF faces outstanding claims totalling about \$80m arising from the Braer but has only £10m left to meet them, having paid out £42m with Skuld, the ship's insurers, £5.5m. Total liability for oil pollution claims is limited by international account of the ship's insurers. tional convention to £57m. The IOPCF has frozen further payouts until all outstanding claims have been dealt with. James Buxton, Edinbural

Slump in lottery card sales

The slump in sales of National Lottery scratchcards is expected to cost the exchequer more than £100m. Customs &£xcise officials said yesterday. Mrs Valerie Wheeler, the chairman of Customs & £xcise, said her department could now only expect £600m in lottery duty for 1995-96.

"When scratchcards had only just started they were an enormous success, but since then scratchcard sales have dropped off a bit," she said. Camelot, the lottery operator, said that sales neaked at £43m in one week soon after last year's

that sales peaked at £43m in one week soon after last year's launch, but since then have settled to around £20m a week. launch, but since then have seemed ago.

hitting a low of £18m two weeks ago.

James Harding, Political Stuff

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Axle may be key to crash

A broken axle emerged yesterday as the possible cause of last Friday's train crash in which a Royal Mail train collided with a derailed tanker train, killing a postal worker and injuring 20

Railtrack, which has been criticised for alleged safety fall-ings, said that an independent investigation by British Rail Research was "specially focusing on the collapse of one of the

axles on one of the four-wheel tank wagons."

The investigation team had "found no evidence of track-defect, vandalism or signalling irregularity." Railtrack added.

The tanker wagon was derailed at Rickerscote, Staffordshire, and was then hit by the oncoming mail train.

If the crash were caused by a broken arie in word with responsibility to the train operator. The tanker train relonged to Transrall, one of three former RR ireight companies acquired by Wisconsin Central Transportation, a US group

which also runs the Royal Mail trains.

Charles Batchelor, Transport Correspondent

By-election date set

The government's Commons majority is expected to be reduced to just one next month following confirmation that the South East Staffordshire by election will be held on April

Officials at Conservative Central Office last night confirmed speculation that the by-election, caused by the death of Sir David Lighthown, the sitting MP, would be held in the second

The government is expected to "move the writ" annot the by-election date tomorrow. Labour is strongly expected to take the seat from the Conservatives, who had a majority of 7,192 at the last general election. James Blitz, Weste

Ulster parties still divided over elections

and John Murray Brown

The British government is likely to have to impose its own formula for elections to a Northern Ireland forum as the political parties appear to have failed to narrow their differences on the issue.

With the latest round of negotiations due to end tomorrow ministers are working on the assumption that they will have to choose between rival proposals from the Ulster Unionists on one side and the Democratic Unionists with the nationalist Social Democratic and Labour party on the other.

One senior official said ministers would spend the rest of the week looking at the possibility of a hybrid formula, taking in points from each proposal. Senior aides to Mr John Major, the prime minister, would also be closely involved. The official added: "We've had views expressed very forcefully from all concerned but seen little sign of compromise."

Mr Major has said he would like the parties to come up with their own agreed formula, but if they fail to do so, he will set in motion the government's

chosen option.
Mr David Trimble, UUP leader, led a delegation yesterday for discussions with senior Northern Ireland ministers

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before leaving for Dublin for dinner with Mr John Bruton, the prime minister, Mr Dick Spring, his deputy, and senior

The meeting was the first between the Irish government and the Unionists since the abortive all-party talks in 1992. In a weekend speech which reassured Ulster Unionists, Mr Bruton warned the IRA to stop issuing threats to the constitu-

tional parties. However, Mr Trimble made clear that, in the light of the resumption of IRA terrorism. he was no longer prepared to join Sinn Fein in all-party negotiations solely on the condition of the ceasefire being

"What we want is for the IRA to declare an end to violence and to mean it and mean it for good. To have just another tactical ceasefire is not going to meet the need," Mr Trimble said.

Mr Trimble was expected to press Mr Bruton to give an undertaking that his government would legislate to set up a body to verify the decommissioning of paramilitary arms ahead of all-party talks, due to start on June 10.

His dinner in Dublin was condemned by the Rev Ian Paisley, leader of the Democratic Unionists, who said the "absolutely timing was



Palestinian charity in funds plea

By Clay Harris in London

The head of a UK-based Palestinian charity will today ask the Charity Commission to release money that was frozen last week after reports that funds raised by the group had ended up with the Hamas

Mr A.R. Daya, chairman of Interpal, also known as the Palestinian Relief and Development Fund, called yesterday for a prompt resolution to the doubts raised about the group's activities. "If there is an investigation, it should be immediate, and we are ready ior it," Mr Daya said.

Speaking in the group's offices in a converted fire station in Cricklewood, north London, Mr Dava said Internal possessed detailed documentation for all its remittances to

registered charities in Palestinian territory. Israel and Jor-dan Interpal says its spending supports orphans, health centres and other causes.

Mr Daya said Interpal had a rigorous system of vetting applications for aid and confirming that money had been sent to the correct recipients and spent as promised. "If they had seen this, they would have thought before acting," he said. The charities regulator froze Interpal's bank accounts as a

"precautionary measure" last Wednesday and made the move public late on Friday. Mr Daya said, however, interpal was notified of the freeze, which blocks transfers from accounts without approval by the commission, only yesterday morning when it contacted the regulator to check out press

He is due to meet the chair-man of the Charities Commis-sion and its chief operations manager today at a meeting requested by Interpal. The commission said yesterday that criticism of its handling of the case could be raised at the

meeting. Mr Daya, a computer engineer who has lived in Britain for 20 years and is now a ITK citizen, said the freeze would have serious effects if it continued more than two weeks. Much of Interpal's UK fund-

raising, and the spending it supports, takes place during Ramadan, which ended three weeks ago, and money was now due to be sent. In the year to January, Inter-

pal had sent Palestinian chari-ties about £1m (\$1.53m), not all of it raised in the UK, he said. Mr Daya said: "We are not

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worried about fund-raising. In a year's time, the publicity will double our income".

Court documents filed by Israeli police last week named Interpal as the one of the sources of funds to Mr Sulei-man Agbariah, who has been remanded on suspicion of channelling funds from foreign and local sources to the families of Hamas terrorists and suicide bombers. Released from custody late on Sunday, he remains under house arrest.

Mr Daya said neither Mr Agbariah nor the Islamic Salvation Fund, an organisation cited by Israeli police, appeared in its records as a recipient of funds.

But it was possible, he said, that Mr Agbariah was a trustee of one or more charities that did receive money from Inter-

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REPUBLIC OF POLAND



Minister of Privatisation acting in the name of the State Treasury, in accordance with Article 23 of the - acting in the name of the State-Owned Enterprises, dated July 13, 1990

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HOTELS & LICENSED

Some of these gadgets, all based on modern digital electronics technology, locate the boats accurately, often on a map displayed on a computer screen. Other instruments allow sailors to sail as close to the wind as is possible. Distress transmitters have saved many lives and satellite communications have made sailors accessible wherever they sail. Cellular radio is common on

yachts but in areas such as the Caribbean, it is expensive and coverage is patchy. A new competitor could revolutionise communica-tions, at least in North American and Caribbean waters as well as Hawaii and Bermuda.

Virginia-based American Mobile Satellite (AMSC) launched its Sky-cell satellite telephone service priced at \$1.49 per minute in December. Its equipment from Westing-house and Mitsubishi costs as little as \$3,600 (£2,352) and requires only a small 18in dish. A 9in version is

AMSC, a joint venture between Hughes Electronics, AT&T and Mtel, will see competition from other suppliers, including Motorola, which has proposed its ambitious Iridium system of 66 satellites.

In spite of the growth of satellite communications, however, the gad-get with the biggest impact is global positioning system or GPS. First gaining prominence in the Gulf war for use on land, hand-held versions now cost less than \$750. They receive and process signals from dozens of satellites, fixing a boat's latitude and longitude within 15m.

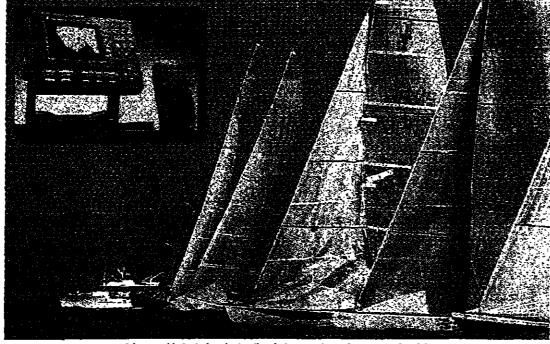
GPS has contributed to an explo-

sion of long-distance cruising. Landlubbers little appreciate how difficult it was in the past to approach the West Indies from Europe, for many of the islands are small, fringed with treacherous reefs, have few lights and lack reliable radio

GPS allows sailors to know their position, avoiding the fate of the hundreds of boats that have run aground on low-lying islands.

Jol Byerly, a leading Caribbean yacht broker and one of its most prominent sailors, relates how a small hand-held system from California-based Trimble Navigation, which popularised the products, eased his route through massive

swells along the coast of Venezuela. "We were sailing upwind in my 34-footer in the dark, in rain, in high winds and cold trying to find Parga, the only harbour for 80 miles. Against my instincts, I trusted the GPS, and headed blindly



Charting a smooth course

Sophisticated navigation instruments ensure greater accuracy and safety on the seas, writes Paul Franson

into the harbour. We sailed through the half-mile opening without inci-

Charlie Trimble, founder of the company that bears his name, says

who don't do it often". Other prominent GPS suppliers are Magellan and Garmin, although most marine electronics suppliers

GPS "made sailing safe for people

ne problem with GPS is that the US Air Force, which controls satellites, degrades their accuracy to 100m to foil any foreign power that might launch missiles at the US. This causes problems in dense fog, the dark or narrow channels. Bizarrely, the US Coast Guard,

which is part of the Treasury Department, has developed technology to undermine the actions of the Air Force, which may decide to disable the distortion.

Many sailors use the output from the GPS, as well as from radar, to show their location and course on nautical charts displayed on per-

sonal computers. Some of these charts are based on 19th century surveys by the British Admiralty and US whaling ships, however, and recent cuts in government funding could result in very accurate location from the GPS being superimposed on increasingly outdated

Screens (which can sometimes also display charts, radar and location) display depth beneath the keel and, in recent instruments, ahead of the boat. This is useful in tropical waters where sailors currently must climb the masts to look out for dangerous coral heads.

Digital technology has even come to the aid of the sailor trying to set his sails for the best course. Suppliers such as Brooks & Gatehouse produce microprocessor-based instruments which assess such complex parameters as magnetic deviation, current and wind velocity and direction, angle of heel, sideways slip through the water and reflected wind from sails.

Accidents can happen, however, and the greatest fear of any sailor is sinking after a collision with a ship, a container or even a whale. The US Coast Guard abandoned Morse code in 1993, stating that there were now better ways to call for help.

One replacement is a true lifesaver for boats crossing the ocean. Emergency position-indicating radio beacons are waterproof floating transmitters that send distress signals to aircraft or satellites. Although responsible for some false alarms, they have also saved many lives and are now coded to specific users, encouraging care in opera-

Of course, there is a problem with all this sophisticated technology: it might stop working. Marine equipment, although tough, is exposed to salt water, a highly corrosive envi-

The stories of failure are indeed legion. On a long voyage every sailor also takes along a proven magnetic compass and sextant. They may not provide as much information as the latest digital equipment, but neither do their bat-

Picture is clearer for HDTV

The US could have a fully digital system as early as 1998, reports Deborah Shapley

ow good is high-definition television (HDTV), how much will it cost and what sort of screens will the couch potatoes of the near future be watching when, or if, it goes on

These questions have been brought into sharp focus in recent months, particularly in the US. American manufacturers are eyeing the market closely, following the recommendation last November by the US Advisory Committee on Advanced Television Service of a standard for all-digital HDTV for the US.

The standard, formulated after eight years of industry studies and spellt out in two volumes, has been sent to the Federal Communications Commission for

The technology offers stunning, the technology one is scanning. Hie-like pictures at twice the resolution of today's TV. An HD video of Nancy Kerrigan skating in the 1993 Winter Olympics, for example, seems like a window on the rink at Lillehammer, Norway. The five-track Dolby Surround

sound gives listeners the crunch of her blades as she whizzes by. HDTV brings scenes such as this alive and the technology will come into its own with large, flat-panel TV, says Michael Sherlock, vice-president for technology at NBC, the US TV network. A number of large flat-screen TVs are due to be launched by Japanese manufacturers over the

next year. **Thomson Consumer Electronics** takes a different view, however. It may introduce HDTV to US viewers on large-screen cathode ray tube (CRT) and rear projection sets in 1998, according to Bruce Allan, senior vice-president for basiness development.

Both flat-panel and CRT sets for HDTV will be more expensive than today's sets, and will have large screens measuring at least 38in diagonally. But large-screen TV sales are growing in an otherwise stagnant market, Allan

A study of "early adopters" of new sets found they would be willing to pay an extra \$1,200 (£780) for a product with HDTV's had 525 lines which display 480

life-like picture. Thomson says its first large-screen CRT sets will sell for \$1,000 to \$1,500, with the price falling later.

Over-the-air broadcasting of HDTV is more difficult than sending by cable or satellite. But hardware produced by several manufacturers meeting the standard has been tested in the laboratory and in field trials in Charlotte, North Carolina. Thus, in the view of the "grand alliance" of companies which finalised the standard, the problems of broadcasting all-digital HDTV have been solved.

The US system will record, send and receive in digital format. This

Doubts are being raised by Senate majority leader Robert Dole as to whether broadcasters will be awarded duplicate 6MHz channels for the 10-

to 15-year transition it could take American viewers to buy digital and HD

is in contrast to the Japanese Muse system of the early 1980s which worked in analogue format via satellite, and the Mac standard adapted in Europe and now largely abandoned.
The standard puts the US ahead

digital televisions

in the three-way contest in advanced television, according to Margita White, a former FCC member.
"It allows for the transition of

free, US, over-the-air television to a fully digital system starting as soon as 1998. This is in advance of Japan, which looks to move to digital transmission in the next century, and of Europe, which remains a hybrid of digital and analogue." Since 1941, US television has

defining the horizontal resolution. Screens are boxy, with an aspect ratio, or ratio of horizontal to vertical dimensions, of 4:3. Under the new standard, there

lines of vertical resolution, with

640 samples across each line

can now be 1,080 vertical lines with 1,920 samples across a line. The screen aspect ratio will be 16:9, like a film screen. The effect is different from conventional TV with its little screen on the other side of the room.

One of the attractions of all-digital HDTV is that it can carry and manipulate quantities of data along with the video signal. It integrates television with the information

superhighway. The densest video signals need a vast 1.5 gigabits per second of data (1 gigabit is 1,000 megabits). Algorithms patented by several companies can compress that signal 50 times into a megabit-per-second stream to fit through the 6MHz channel, the standard US bandwidth for TV.

But most scenes are not full motion, leaving room in the channel to carry other data. This "opportunistic" data can include data files, messaging or stock quotes. Even while the full motion signal is transmitting, the system can simultaneously send a 100-page newspaper to the home

Whether Americans will ever see such gripping home television, however, is an open question. The grand alliance standard was designed to fit the signal through the 6MHz "pipe". But doubts are being raised by Senate majority leader Robert Dole as to whether broadcasters will be awarded duplicate 6MHz channels for the 10- to 15-year transition it could take American viewers to buy digital and HD digital televisions.

Dole says broadcasters should buy their second channel rights at auction. But Sherlock, echoing the US hroadcast industry, says that if the networks are made to spend billions at auction, they will not be able to afford the costly transition to digital HD transmission.

LAW

EU states in liability ruling



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European

Union member

pean law, the European Court of Justice ruled last week. The ruling was given in the context of two cases referred to Luxembourg by German and British courts in which national legislation had been held to infringe European law. In the German case, the European court ruled in 1987 that German beer purity laws infringed Treaty of Rome provisions on free movement of goods. A French brewery, prevented from selling its beer in Germany in 1981, sought

DM1.8m compensation for lost sales between 1981 and 1987. In the UK case, the court ruled in 1991 that the Merchant Shipping Act 1988 infringed rules on rights of establishment by imposing conditions that owners and operators of British-registered fishing vessels should be nationals of, and domiciled and resident in the UK. Ninety-seven UK companies prevented from fishing claimed damages for lost profits between 1989 and 1991.

The court recalled that the principle that a state is liable for damage caused for infringements of European law had been laid down in the 1991 Francovich case over the fail-ure to implement directives. It said this principle of liabil-

ity applied wherever an act or omission resulted in the infringement of a directly effective right conferred by the treaty or other European law provision. The right to reparation is the necessary corollary of the direct effect of the provision in issue. The principle also applied irrespective of the organ of the state responsible for the breach and even to acts passed by national legislatures.

The court said the cases arose as a result of action in areas where the legislatures still retained a wide discretion. Settled case-law established that, in a similar situation, the EU legislature did not incur liability unless it had manifestly and gravely disregarded the limits on the exercise of its

nowers. Similar conditions should apply to the liability of states. In such cases, a right to reparation existed where the European rule infringed was

intended to confer rights on

individuals, where the breach

was sufficiently serious and

where the breach directly caused damage to individuals. While it was for the national courts alone to assess whether the breach in question was sufficiently serious, the European court gave guidance as to relevant factors in determining whether liability arose. These included the clarity and precision of the rule breached, the measure of discretion left to the national authorities, whether the infringement and damage caused were intentional or involuntary, whether any error of law was excus-

able, and the position taken by EU authorities. A breach will be sufficiently serious if it has persisted despite being the subject of a court ruling or it is clear in the light of settled case law. The German purity law was thus not an excusable error in the light of earlier decisions of the European court. Similarly, the nationality condition in the Merchant Shipping Act was

contrary to European law. National rules as to the measure of damages were still applicable so long as these did not make it difficult or impossible to obtain effective reparation. National rules applying national concepts of fault, or which precluded compensation for economic loss caused by denial of the opportunity to market products in other member states, would be inconsis

tent with the principle that reparation should be effective. Compensation conditions should not be less favourable than those applying to similar claims in national law. This included the right to seek exemplary damages for unconstitutional or oppressive conduct. The court also rejected a request the temporal effect of the judgment be limited.

C-46/93 and C-48/93 Brasserie de Pècheur v Germany; R v Secretary of State for Transport, ex parte Factortame, ECJ FC,

BRICK COURT CHAMBERS, BRUSSELS

Dillon to head paper giant



International Paper, one of the world's biggest paper companies has recruited an insider to be its next chairman and chief executive. John Dillon, 57, (left) who joined as

a sales trainee 31 years ago, takes over from John Georges. 65, at the end of the month. Dillon has been the obvious successor since he was named as president and chief operating officer last September. Georges, who was brought in from

Du Pont, has transformed International Paper's fortunes. When he took over as chief executive in April 1985. the asset-rich company seemed a sitting target for the corporate raiders who had been attacking the slumbering glants of US industry. Georges has made IP less vulnerable to the wild cyclical swings of the US industry, he has expanded its presence overseas and increased its focus on high-margin specialty products. IP has strengthened its position in many of

its key markets by acquisition, culminating in last year's \$3.5bn pur-chase of Federal Paper Board, which created a giant in the bleached paper-

Under Georges, IP has quadrupled its sales to \$20bn, increased its net income ten-fold to \$1.2bn, and the company's market value has risen by 800 per cent. Georges will remain a director after he has handed over to Dillon. William Hall

Thalwitz joins Caspian

Wilfried Thalwitz, a former senior vice president at the World Bank, is the latest big name to sign on at Caspian Securities, Christopher Heath's new investment banking boutique. He will be the partner responsible for the group's business in eastern Europe. Thalwitz joins a star-studded board

headed by Caspian's chairman. Rupert Pennant-Rea, a former deputy governor of the Bank of England. Robert McNamara, 79, the former US defence secretary, joined as a non-executive director last November. Caspian says it is hiring from the public sector because contacts with government are still very important in winning business in those emerging markets, such as eastern Europe's, where the state still plays a big role.

Why senior international public servants should join Caspian is another question. At 64, Thalwitz has enjoyed widespread respect for his work at the World Bank. It is a surprising move for him to risk both reputation and

INTERNATIONAL PEOPLE

his own money on an attempt to create an investment bank from scratch. But Thalwitz knows Paul Zucker man, head of corporate finance at Caspian, from the 1960s, when Thalwitz headed World Bank projects in west Africa and Zuckerman was an agriculture specialist. And Thalwitz, a devoted collector of wild mushrooms, is not the type to go for the safe option. 'I feel energetic and young enough to take the opportunities,' he says, Nicholas Denton

Disney books top job



Anthea Disney, 49, (left), is to become one of the most senior women in international publishing as next chief executive of Harner Collins, the book publishing subsidiary of

Rupert Murdoch's News Corporation. She replaces George Craig, who will stay on in an advisory capacity after Disney takes up her new position early next month.

Disney, who was born in the UK but moved to the US in 1974 as New York correspondent of the Daily Mail, has risen rapidly through the ranks of News Corp since joining the group in 1989. Before her arrival at News Corr she edited two US magazines, Self and US, and was a senior editor at the New York Daily News. Her jobs at News Corp have included being editor-in-chief of TV Guide magazine, executive producer of Fox TV's A Current Affair news series and most recently editor-in-chief of iGuide, the

News Corp Internet site. Disney's new post as president of Harper Collins puts her in charge of one of the world's largest English language book publishers, which was formed by News Corp after its acquisitions of the publishing companies William Collins and Harper & Row. Alice

LVMH scents change LVMH, the French champagne and luxury goods group, has hired a senior Unilever executive with a mass marketing background to head its its Parfums Christian Dior division. Patrick Choël, 52, chief executive of Unilever's Chesebrough-Pond's USA, is returning to his native France to run LVMH's Dior beauty products and

cosmetics business. It is the second time in in less than three months that LVMH has had to look outside the group to find a boss for one of its key divisions, In January it poached Jean-Marie Laborde 47, from Pernod-Ricard, a rival French drinks group, head its Moet & Chandon champagne operation. LVMH's decision to recruit the new boss of Christian Dior from the US is another sign of the rapid changes under way in the world cosmetics industry.

LVMH has some of the best known

brand names in the industry but has been facing the problem of sluggish sales growth and rapid rise in the costs of launching new products. Choël joined Unilever in 1966 and was chairman of Elida Gibbs-Faberge France before taking over as chief executive of Chesebrough-Pond's USA two years ago. He joins LVMH's Parfums Christian Dior division at the end of April and replaces Maurice Roger, who has been at the helm since 1982. The division generates

sales of FFr9.3bn, or about a third of the group's total. Mark Landry, chief financial officer of Chesebrough-Pond's USA, has been made acting chief executive. William Hall

ON THE MOVE

■ Viktor Gerashchenko, former Russian central bank chairman, has been appointed chairman of INTERNATIONAL MOSCOW BANK. Former IMB chairman Vladislav Sudakov quit last November.

Gerashchenko headed the central bank from 1992-94. ■ Colin Green – currently vice president, business operations, at Allison Engine - has been appointed an executive director of ROLLS-ROYCE, with effect from April 30, when he becomes managing director of the Rolls-Royce Aerospace Group.

■ David Penketh, 52, formerly a senior executive of the Hong Kong & Shanghai Bank Group, has been appointed head of corporate and institutional banking at CREDIT SUISSE NORTHERN EUROPE. He succeeds Urs Landolt, who has returned to the international division at Credit Suisse's head office in Zurich. Samir Naessany has been

appointed to the new post of

director of financing for major

projects at ALCATEL ALSTHOM. Pedro Aspe, 45, has been named to the board of directors of THE MCGRAW-HILL COMPANIES. He was Mexico's secretary of finance from

■ Lee Hon Chiu has been appointed a non-executive director of IMPERIAL CHEMICAL INDUSTRIES, the first Chinese appointee to the board. A well known figure in Hong Kong business circles. Lee was born in 1929 and educated in the US. He is

currently chairman and managing director of Hysan Development Company in Hong Kong and deputy chairman of the Garden Hotel, Guangzhou.

Boguslaw Kott, president of BANK INICJATYW GOSPODARCZY, has become chairman of Bank Gdanski in

which BIG holds a stake.

Basil Anderson, 50, chief financial officer of Scott Paper prior to its merger with Kimberly-Clark, has been appointed chief financial officer of CAMPBELL SOUP Paul Fowler, 48, has been named chief executive of FLETCHER CHALLENGE FORESTS, the international solid wood plantation forestry sector of Fletcher Challenge. He was previously a senior executive in the US operation

of BP Oil. ■ Eric Feldstein, 36, has been promoted by GENERAL MOTORS ACCEPTANCE CORPORATION to chief financial officer. He succeeds John Finnegan, who has become GM treasurer. ■ Isaac Omolo Okero is

KENYA AIRWAYS' new chairman. He replaces the late Philip Ndegwa. Ökero has been a director of the company since 1991.

■ Robert Reynolds, 43, has been appointed to the newly created position of president FIDELITY INVESTMENTS INSTITUTIONAL RETIREMENT GROUP and will join Fidelity's operating

committee. Paul Hondros, 47, currently president, Fidelity Investments Institutional Services, has been appointed to Fidelity's operating committee. ■ David Amer has been appointed chief financial officer of OPTUS COMMUNICATIONS. He was

chief financial officer for Qantas Airways from 1991-93 and of Australian Consolidated Press until 1995. He replaces John Greaves, who left in December 1995. ■ Guy Fraser-Sampson, investment controller of the private equity programme of the Abu Dhabi Investment Authority, is moving to MOWBRAY CAPITAL INTERNATIONAL as managing director, Mowbray Capital International is a company in Abu Dhabi

structuring and raising private ■ On April 1 Frederic Sater retires from MORGAN **GUARANTY TRUST of New**

advising fund managers in

York after almost 36 years of service. Since 1977 he has been one of a small team co-ordinating reserve asset and training activities with central banks and official institutions. Roberta Puschel is now the

managing director in charge of

the group.

Sir Robin Renwick, 58, has been appointed as a non-executive director of BRITISH AIRWAYS. He was formerly UK ambassador to South Africa and in Washington.

■ Stan Wallis, managing director of Amcor, joins the COLES MYER board, with effect from May 1. ■ Clive Cooke, currently chief executive officer of EXCO's fixed income securities broking operation in New York, has also been appointed chief executive of Exco's money broking operations in New York. Joseph Sciametta, president of Exco's US money broking operations, is leaving

the company. ■ James Tanner, head of Morgan Stanley Services in Europe, assumes a new role at MORGAN STANLEY ASSET MANAGEMENT, as head of its business for European clients. with responsibility for Morgan Stanley's managed assets throughout Europe.

■ Jerome Tafani has been appointed finance director of MCDONALD'S France.



■ SONY has made two new senior level appointments. Willie Scullion, 55 (above right), is joining as deputy managing director of Sony Broadcast & Professional Europe, with responsibility for broadcast, post-production and pro-audio business operations in Europe, the Middle East and Africa. He joins from Scitex Digital Video Europe. Miles Flint, 42 (left), is also appointed deputy managing director, responsible for Sony Broadcast & Professional's sales

Abdul Jalil Yousef Darwish has been appointed to the board of the BRITISH BANK OF THE MIDDLE EAST, an indirectly-held, wholly-owned subsidiary of HSBC Holdings. He joined the bank in 1955 and is chief executive officer of BBME's UAE operations and ■ Jean-Dominique Percevault

operations throughout Western

chairman of Middle East Finance Company. in charge of European affairs at the Schlumberger group, has been appointed chairman

of SERVICES PETROLIERS SCHLUMBERGER. Percevault will replace Alain Roger who is retiring.

Edouard Rafinon has been appointed by ALCATEL

ALSTHOM to head a mission to support the setting up and development of small and medium-sized enterprises, and to help them win new markets abroad. Karl von der Heyden has been appointed a non-executive director of CADBURY

SCHWEPPES. He retired from R J R Nabisco in 1993, where he was chief executive officer. ■ Peter Klein joins the board of CITIBANK PRIVATKUNDEN. He is currently executive manager at Citibank Privatkunden and accounting reporting and

controlling manager.

■ Jose Maria Suardiaz Espejo becomes chairman of Spain's RODIO CIMENTACIONES-ESPECIALES. He previously worked for Agroman.

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EXECUTIVE EDUCATION

The short course comes of age

Demand for intensive programmes has exploded in recent years. Della Bradshaw examines a trend that is seeing academics compete against consultants and in-house trainers

ater this year the business school at the Unimeans least, the in-house train—

sultants and last, but by no ple, five years ago it had none. The inclusion of top execuness school at the University of Chicago will. for the first time, welcome managers on to its campus to study for a short executive programme. Not a very momen tous occasion, you might

But this decision by the US's second oldest business school and the last leading school in the country to succumb to the lure of the lucrative short course market, could prove to be the final nail in the coffin of the business school ideal of a lofty, academic institution that would not sully itself with nondegree courses.

Chicago's deputy dean Mr Robin Hogarth says that the move was prompted by the academics at Chicago, who, as individuals, were frequently approached by companies to run short courses. But he acknowledges there were some reservations. "Our faculty was always kind of nervous. There was always a sense that this was a slippery slope."

The sensitivity of the subject is reflected in the school's decision to allow academics to choose whether they want to participate in executive courses or not. At Cornell, in the US, and London Business School (LBS), in the UK, faculty are also allowed to opt out of the short-course market and concentrate on teaching master of business administration (MBA) courses or on conducting research.

What is open to those who do participate is a slice of a market that is worth hundreds of millions of dollars a year worldwide. It is market that is difficult to quantify and hugely fragmented: providers of executive education span business schools, management centres. training companies, consultancy practices, individual coning departments of companies

The extent of overlap means distinctions between practitioners are becoming increasingly blurred. Business schools now see themselves performing the role more traditionally associated with consultants, while consultants are moving into more theoretical areas, traditionally the sole domain of the

Such integration may have muddled the executive education picture, but two things are clear; the market has been growing over the past decade and this growth looks set to continue. The demands of restructuring, international sales and information technology are forcing executives to reconsider their positions. While once it was thought enough to have an undergraduate degree - even an MBA could be considered gilding the lily - additional training is now seen as both an aid to career development and as a management tool.

The result is twofold. On the one hand, companies, after years of removing layers of middle management padding, are using executive courses as a way to motivate staff. ("Companies now realise that people create the real long-term advantage - the Japanese have shown us that," says Professor Leo Murray, director of Cranfield university school of man-

On the other hand, the top dogs in the company are realising that they need executive training themselves. The market for courses for those at board level is burgeoning. Insead, in Fontainebleau, for example, now has three courses aimed specifically at the top league of business peo-

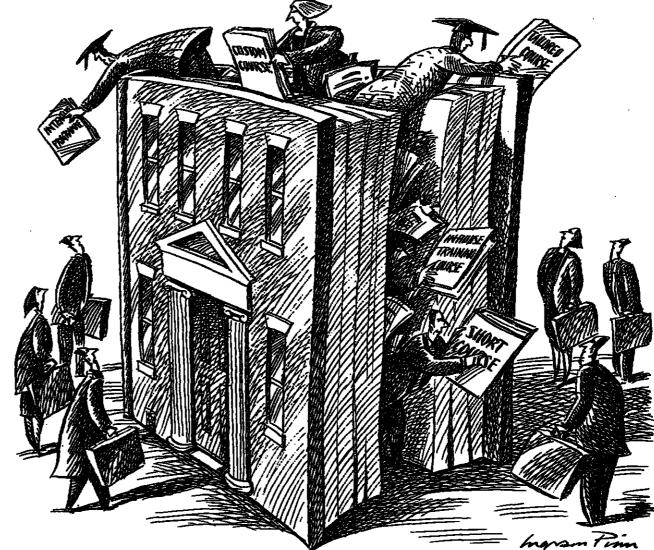
tives in the executive education sector has been instrumental in spearheading the demand for shorter courses for all managers. "I meet people who want general management

programmes in one to two weeks," says Ms Martine Van den Poel, director of executive education and assistant dean at Insead. "It's extremely difficult to do that." Despite the fact that manage

ers' requests sometimes seem unrealistic, there is no doubt that the biggest shift in the market over the past decade has been the increased proportion of the short courses that have been tailored for individual companies. Many of the newer business schools have built their reputations on programmes for individual clients. Fuqua School of Business at Duke University in Durham, North Carolina, for example. has custom-made courses for both Johnson and Johnson and Eli Lilly. Such schools have eventu-

ally forced the more traditional top-tier business schools, which were reluctant to offer tailored programmes on the grounds that the school got too close to the client and so compromised its academic integrity, to move into the market. To date, the mighty Harvard has still only conducted custom-built programmes for some 15 companies; LBS's record, on the other hand, is 30 and Insead's 35.

Those who have pioneered tailored courses are quick to defend their independence, claiming that the information they glean from companies feeds back into the university's research and from there into the degree programmes. "Researchers enhance their research by talking to compa-



nies," says Cranfield's Professor Murray. "It's an enormous benefit to faculty if they are teaching top managers one day, MBA students the next and the next day doing

"We're concerned to maintain good relationships with our key clients and understand the work they're doing because it makes our work more relevant." says Professor Bob Galliers, chairman of Warwick Business school in the UK. "We know the agendas for

companies so we can feed that into our research. It's very much either side of the same

Many schools take the view that by getting close to a client they are building a long-term relationship. "We can help companies over a number of years. Our faculty finds that very rewarding," says Ms Ann Sampson Poe, marketing manager for executive education at the Samuel Curtis Johnson graduate school of management at Cornell university.

It also secures long-term revenues. Mr Hogarth acknowledges that one reason the Chicago school moved into the executive education business was that about half its 30,000 alumni lived in the Chicago area but were having to patronise other schools if they

wanted refresher courses Many schools make a virtue out of the fact that most of their executive courses are now customised. Last year, 48 per cent of the short programmes at the Kenan-Flagier

Ms Gay Haskins, director of executive education at LBS. Staff at Insead have reached a similar conclusion. A further reason for spurning customised courses has been the time it takes to

clients well. If we went to 43 clients I'm not so sure that we could serve them 50 well," says

develop them. Whereas 10 to 15 years ago a custom course presented to one company was much the same as that for another - the name on the box changed but little else - the market is now becoming increasingly sophisticated. Ms Haskins reckons that it can take 20 days of development work with a company before the course even starts.

Those schools resistant to the idea of bespoke programmes can take heart: the past year has also seen a tentative resurgence in the demand for open courses - general courses that managers from any company can attend. This is seen by business schools largely as a demand from individuals for the security of portable qualifications that can be taken from company to company - the natural result of the cost-cutting and redundan-

cies of recent years.

Just as the demand for certain types of course structure changes so does the choice of topics studied. Gone are most of the courses with the word "change" in the title: managing change it would seem was a topic for the early 1990s. Also consigned to the waste bin are many courses on brand strategy. And marketing appears to be less in demand.

The buzz phrases for the late 1990s look set to be "creating world-class capabilities" and "capitalising on knowledge", not to mention "leadership" "Leadership is everywhere, concludes Ms Haskins.

A central plank of leadership courses are personal management and behavioural skills. which are proving increasingly popular in many of today's short courses, along with programmes that break down walls between particular management functions. Such "soft" skills are seen as one of the big growth areas. "It's not the touchy, feely wild stuff," says Professor Murray, "It's all about personal effectiveness."

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LBS, for example, the depart-

ment has decided to limit its

number of "custom" clients

because of the pressures on

faculty time. "We can serve 30

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■ Open courses: by Tim Dickson

New demand, new ideas

The general programme is back in fashion - with an emphasis on practical solutions

Ten to 15 years ago business schools put on a course and companies supplied the participants. It could be as simple as

"customisation" became the rage, the recession of the early 1990s cut into training budgets, and so called "open programmes" fell out of

Many believe this shift has been more structural than cyclical - it is, in other words. here to stay - and yet executive courses open to all-comers remain an important part of the business school "product

Indeed, Mr Arnoud De Meyer, associate dean for executive education at Insead. based at Fontainebleau outside Paris, believes the pendulum has recently swung back in their favour as many companies move from restructuring into a more expansionary

"When businesses are undergoing fundamental change a tailor-made programme for the employees of one enterprise is useful for creating the right spirit, for communicating a consistent message," he says. "Once this period is over, the hest managers need to do some informal stocktaking, effectively to benchmark what others are doing. I have the feel-

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therefore gaining in popular-Most reputable business

schools run flagship general courses of this kind to prepare individuals with a strong functional skills base for the wider responsibilities of general management. But there is also a host of more specialist "open" options, ranging from short functional programmes on marketing, finance, banking and financial services to courses clearly designed to meet a short-term market need and client demand. Manchester Business School, for example, offers a Money Laundering Programme for those who want to be familiar with regulations related to currency flows and financial instruments outside national legal

and tax frameworks. Given the speed with which new business ideas are replicated by others, however, requirement.

Open programmes have a number of inherent advantages, of which interaction with peers from other companies and other countries is probably the most important. Internationalisation (of faculty, students and course material) has been a business school buzzword for some years now. but given the trend to greater globalisation in business, its relevance remains: the more culturally mixed the participant base the better, IMD, the international business school in Lausanne, Switzerland, can usually point to 25 to 30 differ-

"No other general management

from past participants." -Business Week

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ing that open programmes are ent nationalities on its prestigious 10-week Programme for Executive Development.

> Getting the best out of such a rich "multicultural" experience will depend both on faculty skill in facilitating discussion and encouraging team-working, and on individuals' willingness to make a con-tribution. "What you get out of a course like this depends to a large extent on what you put in," one participant at IMD observed last year.

Without careful planning and preparation, precious time can be wasted as participants get to know each other and build up sufficient trust to reveal, warts and all, their experiences, anxieties and

> Managers want material drawn from a school's most up-to-date research

ambitions. This process lies at the heart of the business school's wider appeal.

Managers tend to benefit from a non-hierarchical environment if they take the "open" option. On tailored programmes, executives tend to be more conscious of their status in the company, and therefore less inclined to experiment with new ideas and to take risks (for fear, perhaps, of embarrassing themselves in front of colleagues). On open courses, by contrast, everyone

starts as an equal, even if per-ticipants' titles reflect a range of responsibilities.

For business school professors and programme administrators, the big challenge on a general course is how to provide an overview of the main management functions for a mixed range of students (everyone from engineers and accountants to personnel and IT specialists). It is hard to pitch lectures and discussion at a level that interests special-

ists and non-specialists alike. Hence the growing tendency for course designers to build in flexibility, offer options and electives, and generally find ways individuals can customise at least parts of a programme to their own needs.

Other pressures include a growing demand from managers for immediate payback (either in terms of their own career or the impact on their company). "Open programmes are still seen as a short sabbatical, a time for reflection, but people also want to go away with something they can do when they go back to their employer next week," observes

For similar reasons, managers increasingly demand a forward looking approach, and ideas drawn from a school's most up-to-date research. Dog-eared case studies may in some instances have a timeless appeal, but schools can no longer rely on them as the sole teaching method, and their relevance to the real world has to be convincingly demonstrated.

Open programmes seem particularly popular at the moment with senior executives, offering the chance to learn through structured discussion. Ms Fiona Sparkes, marketing manager for executive development at Cranfield University School of Management in the UK, says there has been a significant increase in demand in recent years, particularly for shorter programmes. Cranfield, for example, is staging 40 one-day seminars in 1996, compared with perhaps a dozen five years ago. The school's management development programmes - previously held over three weeks - are now run over 13 consecutive

Faculty skills can be particularly important when dealing with the senior executive end of the market - participants seeking a good return from the time and money invested expect academics to be both good facilitators (given the brain power in the "audience"; and credible experts in a particular field. People, in other words, with the ability to inject their own ideas and to listen to others at the same time.

The tailor-made approach changes

the relationship between trainer and client

A decade ago some business schools were resistant to the idea of designing management education programmes specifically for one company. Academics were concerned

that working with client companies could affect their independence. They feared that companies might play too large a role in setting the content and deciding who should participate and were worried by the relationship between the diagnostic work involved and consulting.

But such views are now rarely heard. European institutions such as London Business School, which has a strong mix of both open and company programmes, say they like tailored courses because they offer opportunities for gathering materials to use in other programmes and allow involvement in a company's development strategy.

The European acceptance of the custom-built approach is, in part, the natural consequence of an acceptance of executive education in gen-

"Teaching executives has the same status here as any other kind of teaching. It's one of our core businesses," says Mr Arnoud De Meyer, associate dean and bead of executive education at Insead, outside Paris. "In some other schools – though it's changing – exec ntive education is still seen as

a little bit low-status." Certainly, in the US execupast been somewhat secondary to degree programmes - particularly the MBA and PhD. Historically, only Harvard Business School invested significant resources in building executive education into its mainstream activity.

That has changed over recent years, however. Schools such as Kellogg, Michigan, Columbia and Cornell have made hefty investments in executive education.

Significantly, the Graduate School of Business at the University of Chicago opted to enter the market last September with a small unit devoted to customised programmes. Open-enrolment programmes will follow once a director for executive education is appointed.

Much of the growth of tailored programmes has been driven by demand from the corporate sector.

Mr Jeff Ramsbottom, director of executive education at

Manchester Business School,

■ Customised courses: by George Bickerstaffe

The 'bespoke'

cific company. "Now we have custom programmes where we effectively sit down with a company and a blank sheet of paper and say 'what is it that you want for vour management develop-

The global foods group Cad-

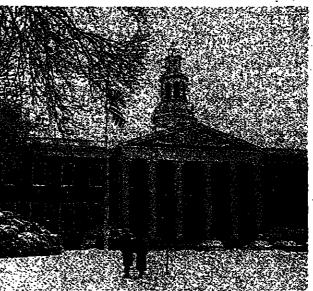
You really have to do your in company programmes, describes the changes that tomised programme to "busihave happened: "Ten years ness associate" companies ago we produced packaged which have a close relationprogrammes and we had peoship with the school. ple queueing at the door for them; then five years ago we analogous to the close relahad tailored programmes where we said we will tailor these programmes for a spe-

tionship between a manufacturer and its suppliers, is a growing feature of most modern customised programmes. Again, it is a trend driven by the corporate sector. Companies want management development providers not just business schools -

IMD largely restricts its cus-

This partnership element,

they trust and whom they can ment needs? as well as thinkbind tightly into their developing about what it is they ment strategles. Similarly, many business schools and



bury-Schweppes, which uses other providers are looking for customised programmes almost exclusively at all levels, has recently completed a company-specific programme for 200 senior executives worldwide that it put together with Insead.

"It meets our needs in terms of value for money per participant, instilling best practice throughout the group, and allows our managers to network," says Mr Bob Stack, group director for strategic human resources.

Companies, as Dr Ramsbotom points out, are now much more knowledgeable and increasingly develop their own agenda for management devel-

Mr James Pulcrano, director of marketing at IMD in Lansanne, perhaps the top European school for executive education, points out that this d awareness "makes it close relations with just a small group of clients.

"I really believe that companies that work on several dimensions with us get far more out of us than those that buy on a one-off basis," says Insead's Mr De Meyer.

Similarly, IMD sees itself developing ever-closer rela-tions with leading business clients in the future. "As a result, we will be involved in great depth with those clients," says Mr Pulcrano. "That means us getting to the real meat of strategy and implementation with them."

Company-specific programmes are not the exact reverse of open programmes and the two are certainly not mutually exclusive. Indeed, most large corporations use a mix of both, though some, such as Cadbury Schweppes, only send managers on open stimulating but also difficult. programmes for very specific and targeted reasons. Where customised programmes differ is in offering companies greater control

The following was also before

over the content and direction of a programme, allowing them to fit it into their strategie aims. Tailored programmes are

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most effective for the development of relatively large numbers of managers during a significant shift in corporate direction - either a strategy change or a reaction to change - whereas open programmes are seen as a way of refocusing people.

Insead's Mr De Meyer sees a

continuing demand for programmes designed to help companies face new challenges. "They say to us 'we have a problem, it's not life threatening, but can you

Such is the current trend towards company-specific programmes that it can be hard to understand why companies should go a different route. But there is a down side.

For a start, while cost-effective for large numbers, castomised programmes can be so expensive that they are almost always the preserve of large companies. Indeed, it has been argued that in the future the only organisations that will use open programmes are small and medium-sized enter-Furthermore, company-spe

cific programmes offer no contact with managers from other corporate cultures. Mr Stack of Cadbury-Schweppes accepts this might be a disadvantage, but comments that multinationals like his own are so culturally mixed that managers are exposed to other approaches anyway.

"There can be a problem with them being too internally focused," he adds, "but we had a ground rule that Cadbury-Schweppes was not mentioned until the last day. The whole programme was very externally directed."

Even so, many companies continue to send senior executives on open programmes-so that they can broaden their perspectives, mix with other corporate cultures and establish a personal network.

There are signs that open programmes are beginning to stage a comeback, at least in Europe. Mr De Meyer at Insead talks of a "better balance" between the two types of course. Nonetheless, there seems little doubt that for most managers of the present and future executive education will be custom built.

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lenges in a rapidly changing environment

■ Consortium programmes: by George Bickerstaffe

Courses designed for a group of companies are popular - but not universally so

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Consortium programmes are a form of executive education that is growing in popularity. Generally they involve between three and six companies, usually operating in widely different industries, cooperating with a business school to design a common

development programme for their employees. Consortium programmes are reckoned by many to combine the best of both customised company-specific programmes and more traditional open-enrolment programmes.

The thinking is that companies will be buying an educational experience for their employees that is relevant to their own company but wide enough to gain some of the networking and "broadening" that are claimed as two of the higgest advantages of open pro-

London Business School. well known for its expertise in financial programmes, has set up an Executive Development Consortium that includes British Airways, British Telecom, Lloyds Bank, Marks and Spencer, and Vauxhall Motors. LBS says the programme gives a better perspective on leading management issues, focusing on the particular problems of each manager's company.

Another typical example is the Integrated Management Development Programme (IMDP) at Cranfield School of Management. The IMDP was launched last year to meet incompany training and development needs while maintaining a broad outward and forward looking approach, partly as a response to new organisation structures and to ideas of teamworking that require greater emphasis on managerial, interpersonal, creative and conceptual skills.

The initial consortium was made up of ICL, Midland Bank, the RAC, Royal Insurance and W. H. Smith. Mr Chris Evans, head of personnel for Royal Insurance, comments that "the key benefits include the development of skills necessary to benchmark performance

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organisations succeed in a complex,

against best practice across each of the consortium compa-

The programme has now run three times, with some changes to the consortium members

Around four managers from each company take part in the programme, which covers two modules of four and half days each. The programme focuses on delivering improved business performance through better decision making, a more strategic outlook and increased awareness of managers' indi-

vidual contribution to results. Notwithstanding the apparent success of the IMDP, consortium programmes can be difficult to organise. One of the tribution of its products. The aim is to focus on the business management issues raised by changes in the computer distribution industry.

However, the current trend in consortium programmes is to turn what have traditionally been nationally based programmes into much more international ones. LBS, for example, is launch-

ing a Global Business Consortium, designed to accelerate the ability of companies to create and sustain global competitive advantage. Insead's general manage-

ment Alpha programme is described as "a programme in

international management",

Such programmes have supporters among companies and siness schools. They argue that what industry needs is an MBA that makes existing managers more effective in their

been effectively transferred to

the MBA market, with compa-

nies and a business school join-

ing together to offer an MBA

jobs, not a programme that appeals to relatively young individuals in pursuit of a springboard to a career change. They suggest that programmes should be judged on output (better managers) rather than input (academic rigour and international diver-



Supporting the common plan; M&S is part of LBS's Executive Development Conscribus

obvious problems is getting a of reasonably group like-minded organisations to agree on content. For this reason, almost all consortium programmes are set up on the basis of non-competing companies or industry sectors.

However, some have been deliberately designed for companies within one sector.

Insead, a leading European business school outside Paris. for example, has formed the Inter-Alpha Banking Programme to develop bank-specific managerial skills for managers from 12 leading European banks. It has set up similar programme to address key strategic issues facing five insurance groups.

An even more targeted programme has been created by Insead for the computer manufacturer, Hewlett-Packard, and companies involved in the dis-

WARWICK

truly global, including Ahlstrom, British Steel, Colorplast, Continental, Dow Corning. East Asiatic Company, Elkem, Herman Millar, ICI, Incentive. Reploa, Rockwell, Solvay and Westland.

Not all business schools the consortium favour approach, however.

At least one leading European school comments that it has had "mixed experiences" of consortium programmes. It believes that the key issue has to be a real commitment by the companies involved. Too often. it says, companies devolve all the responsibility to the business school rather than "regulating themselves". It also comments that real problems can arise when new companies are recruited into existing consor-

Even so, the consortium idea is gaining currency. The con-

It is for this reason that consortium and Executive MBAs (see story, opposite) can be argued to be forms of management development rather than "academic" programmes,

However, this is also a reason why consortium MBA programmes are controversial and why some leading schools have deliberately set their face against them - LBS and IMD in Lausanne being notable examples.

The argument is that consortium programmes, however well chosen the member organisations, miss out on the very fact that makes the MBA such an attractive and useful way of developing managers - high academic rigour and teaching based on leading-edge research and exposure to a wide range of individuals with very diverse backgrounds and expe-

■ Executive MBAs: by George Bickerstaffe

America shakes up market into one or two-week modules

The US bid to internationalise the degree course sets new challenges for European schools

Many regard the Executive MBA (EMBA) as the Rolls-Royce of executive edu-cation. And it is a type of part-time study that is growing in popularity, especially in the US. Traditional EMBAs involve

companies sponsoring their brightest up-and-coming execntives to study for the degree. The schools' standards are rigorous. Most demand considerable work experience - freouentiv as much as 10 years and offer little opportunity for evening study. The sessions are generally held at weekends, typically a Friday and Saturday or alternating Fridays and Saturdays. There are often large modules of residential work and even foreign field trips.

Because of the company involvement, many business schools charge premium fees for their EMBA programmes, even though they often bear only a passing resemblance to their mainstream MBA output. In return for high prices, the programmes offer prestige, attract the best faculty and are usually innovative and experientia).

Apart from the price, compa nies like these programmes. They satisfy the yearning for an MBA, help retain their best executives and combine theory and work experience in a way that can be of great value to an organisation.

However, the EMBA is changing - and these changes are being led by the US. American business schools are starting to take the executive MBA global and are targeting the international market, sometimes to the chagrin

of non-US schools. The charge was led by the Graduate Business School of the University of Chicago, one of the top American schools. in July 1994 it inaugurated an International Executive MBA based in Barcelona. The idea was to attract high-level European managers with the prospect of an 18-month programme based on 14 weeks of and course-related assignments - and a full MBA degree from a top-drawer US business schools.

Although the intake is currently a little below the targeted 80 executives on each programme, the results have been good. The first class of more than 50 students will graduate in mid-March and around 35 are planning to travel to Chicago to take part in the graduation ceremony. And, contrary to expectations. students have been drawn from farther afield than

"We've been surprised how far people are prepared to travel - we have students

If the future is global, schools will have to fight to join the bandwagon

from Africa, Asia and the Americas," says Mr Robin Hogarth, deputy dean for MBA programmes at Chicago.

He adds that students like the modular structure and the international mix of participants. Mr Hogarth has also been surprised by the high ratio - around 20 per cent - of students who are paying their own way, rather than being fully or partially sponsored by their companies.

"Most are entrepreneurs or from entrepreneurial or family companies," says Mr Hogarth, "but it's still a larger figure than we expected."

Chicago would probably like to "export" the concept elsewhere - Asia or Latin America have obvious potential - but the problem is faculty resources. The school made an early commitment that its programme would be a Chicago MRA run by the Chicago faculty.

Indeed, an early and international objective of the programme was the internationalisation of Chicago faculty. And according to Mr Hogarth this is working well. "Faculty is enriched by going abroad and developing overseas material and it brings that back to the US," he says. "In addition, the residential sessions - split modular structure is bringing

is able to integrate its teaching in Barcelona, And, finally, the domestic EMBA has been greatly internationalised by the cross-over with the international EMBA."

Although there are rumours many other American schools entering the market (Chicago's neighbour Kellogg is planning a joint MBA with IAE in Aix-en-Provence. France), Chicago is not planning any big changes to the format and structure.

In particular, says Mr Hogarth, it is not about to introduce a distance learning element. "There is already a lot of contact by fax and e-mail between students and Chicago - a type of 'distance tutoring"," be comments. However, he does expect a strengthening of communications links between Barcelona and Chicago in the future. 'Contact with Chicago - and between the students - is vital," he says.

An even more ambitious programme that does include a large distance learning element is being launched this summer by the Fuqua School of Business at Duke University in North Carolina.

Fuqua's Global Executive MBA (GEMBA), which will start in June, combines residential classes across three continents - the US, Asia and Europe, with a large slice of the latest in distance learning via information technology. Indeed, a big chunk of the programme is designed to make executives familiar with the

Like the Chicago course, the 19-month programme will lead to a full MBA degree and is based on the core curriculum of the regular Fugua MBA. Students will spend 11 weeks in residential classes in various locations around the world and the rest of the time working on assignments and keep-

course work. Reaction to this American development in Europe has

ing in touch via e-mail, the

Internet, group-working soft-

ware and CD-ROM multimedia

Privately, a number of European business schools will buff a little about it, though some also see the presence of leading US schools as adding to the profile of the market.

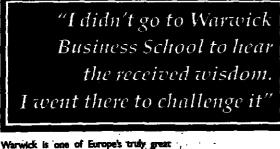
But the real question is where the EMBA is going. If internationalism is the future and if distance learning is to be a significant element of programmes, then many business schools will have to start working hard and fast to catch the bandwagon.

On the other hand, Chicago's Mr Hogarth emphasises that "this kind of internationalism is not the way of the future only part of the way. There is a need for development for people who shift around the world, but there is also a need for domestic programmes".

Even so, the EMBA seems to be undergoing the kind of curriculum re-evaluation that hit the mainstream full-time MBA programmes in the early 1990s. The only certain thing is change.

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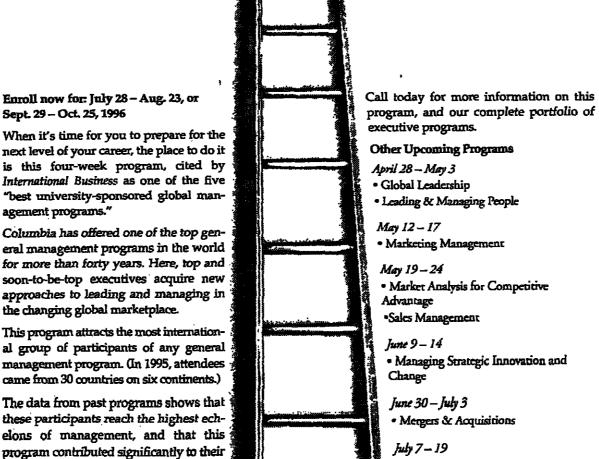
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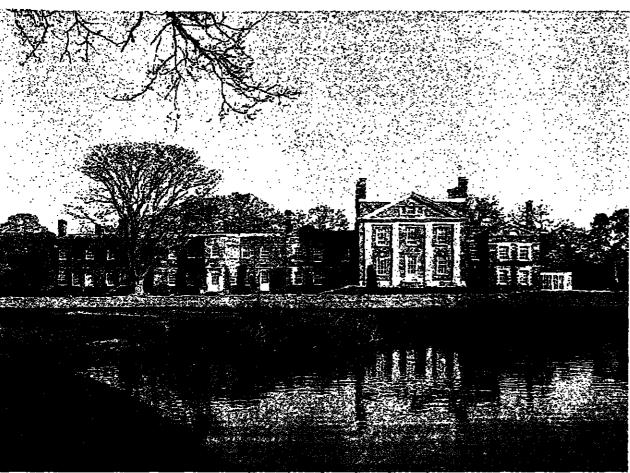
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Covering the waterfront: the IBM facility at Eversley, Hampshire, is developing a full range of progra

■ Alternative approaches/the IBM business school: by Tim Dickson

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A look at what IBM's training facility offers to both internal and external managers

The profile of the best international business schools may have grown substantially in recent years, but the biggest slice of the management education market can be found

IBM UK is a case in point. Over the past 10 years the giant computer company has built up its own facility at Eversley. Hampshire, which now provides training for other businesses as well as serving its own staff and customers. IBM Business School, as the unit is known, boasts a full time teaching department of 18 people, at least three times that number of occasional lecturers with a "kaleidoscope" of different skills, and an annual

The school has played an important part in IBM's own business transformation in recent years. "We started off providing support skills for our field sales staff," explains Mr Geoff Berridge, the school's head. "But we developed as the company needed to invest in new competencies, change its culture, and expand into new

business areas. Mr Berndge says that there is a particularly strong emphasis on consulting, marketing and project management activities that reflect today's

few days or many days" and, in a single year, 5,000-6,000 people - ranging from senior managers to new graduate recruits can pass through the Ever-

sley doors. Another area where the IBM business school reckons it has strong expertise is the link between business and information technology strategy. Open programmes are frequently run for the company's customers with an emphasis, according to the executive consultant. Mr Jack Sherwood, on "how the CEO can drive technology to the company's bene-

Mr Sherwood says IBM "can

Companies approach IBM for custom-built courses

do the classic Michael Porter but IT delivery is usually the key. He acknowledges that the company is sometimes perceived as self-interested, but emphasises that the school consciously distances itself

from IBM's own marketing. IBM has worked with Southampton University Management School and Henley Management Centre - but last year it established a more formal link with Manchester Business School "to develop a full range of marketing and management development education". Part of the motivation is to offer high fliers a "business view" as through participation on the company's specially tailored MBA course.

IBM "students" who gain the marketing diploma (taught by Manchester and accredited by the Chartered Institute of Marketing) receive a credit for the modular programme, whose first intake starts work this month. "Doing this obviously requires a commitment of evening and weekend time. from individuals and their business managers," says Mr Berridge, adding that IBM would like to combine forces for the MBA with another blue-chip company. The threeyear programme is initially teaching intensive, but is followed by a research and writing phase that links back into the manager's work with the

company. IBM UK's business school has recently become part of the group's worldwide education and training business, whose headquarters is based at La idea is to pursue an integrated company-wide strategy in this area, against the country bycountry approach that has tended to prevail in the past.

Besides providing programmes for IBM's own employees - on a cost recovery - the IBM Business School believes there is potential to sell its service to more external clients. Non-IBM people can attend open programmes, but it is more usual for companies to approach IBM as they would any other business school and ask it to design a custom-made pro-

and

panies like us, selling products with a high unit value in highly competitive markets, and operating close to the

boardroom of their customers." One such company is Visa. which has a wide range of sophisticated products to market to members of the Visa network. Because of the complexity of these products. Visa sales staff have been highly trained in terms of technical knowledge and product understanding. It became clear, however, that staff needed more specialised sales and communication skills. "The nature of the business means that people often come into sales from other parts of the organisation," explains Mr Derrick Ahlfeldt, human resources director of Visa International. "They rarely have experience of professional sales techniques and we recognised that there was a skills gap that had to be

Besides price and flexibility. background in this area. The two partners developed Visaspecific role plays and a special Visa case study, and held the 17 days of training in four residential modules over a period of several months.

Mr Berridge acknowledges that most of IBM's programmes are specific to business activities - with an emphasis on influencing the client in consultancy training. for example, and on risk techniques in project management. Other issues are injected but the MBA programme, he says. "is where the connections are made explicitly".

■ Alternative approaches/the Disney University: by Della Bradshaw

Why English Lake Hotels spurned traditional schools in its quest for a new service ethos

Although Lake Windermere in the heart of the English lake district, has been the bome of many of Britain's most famous writers and artists, it is not their influence that determines the cultural flavour of the service offered at some of the local botels.

At the four English Lakes hotels that surround Windermere, the mode of hospitality has been firmly moulded by Florida sunshine rather than Wordsworth's English countryside, and by Mickey Mouse rather than Beatrix Potter's Peter Rabbit or Jemima Pud-

The decision to so to the Dis ney University in Orlando to velop a service culture for the hotel and conference group was taken by English Lakes Hotel's marketing director, Mr Simon Berry. He wanted to do away with the "us and them" culture that existed between the management and the rest of the staff - waitresses, porters and chamber maids - and so increase morale.

Son of the managing direc tor of the family-owned business, which also runs a hotel in nearby Lancaster, Mr Berry scoured British business schools and colleges for appro priate courses. But, he says drew a blank.

"We wanted to develop a service culture that was not academic but practically based," says Mr Berry, who himself trained as a chef at the Savoy. Disney, he says, was "practising, not just preach-

ing" a service ethos. In September 1994 he and operations side of the business boarded the aeroplane to Florida for a four-day course in the "Disney approach".

Although the practices learned had to be stripped of their peculiarly American fla-vour and then adapted to the specific needs of his company, Mr Berry believes that there have been many tangible bene

fits.
"We came back and developed a cultural approach to quality rather than a systemalic approach to it. " he says. The Disney University pro-

grammes are just one example of in-house training proadapted and sold for external consumption. Motorola, the US electronics and communications company, for example, which spends \$170m a year on training, most on in-house programmes, has opened some of its courses to outsiders. In particular. Motorola trains its suppliers and other associated companies. Like Disney, it has decided to dub its training

facility a "university". The computer company IBM. which, again, has invested heavily on in-house training,

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has also opened its doors to non-IBM staff. Since Disney University ing programme 10 years ago. some 35,000 business people have studied topics such as people management, quality of service and leadership there. The company's latest course combines the best of two of the

Other recruits are from industries such as banking and

longer courses in a two-and-ahalf day programme designed specifically for busy senior managers who may not have

insurance

the time for longer courses. Surprisingly, it is not just hotel or restaurant chains that want to learn the secrets of the Disney customer culture. The latest recruits to heat a path to the door of Disneyworld are from industries such as healthcare and banking and insurance, all eager to brush up on customer relations.

As well as the traditional seminar and lecture approach to training, managers are taken behind the scenes at

Walt Disney World in Florida to see how the theme park is managed and to soak up the culture. In particular, participants are shown how the "cast" members – the name given to all employees, from cleaners to tour guides - are employed and trained. There are 37,000 "cast" members in

Florida alone. For those who see such courses as promoting cultural piracy of the worst kind – all plastic smiles and artificially lilting voices - Mr Berry counters by pointing to the benefits his company has gained. Much of what the managers learned on the course, he - of ideas to imprific revenue says, were things that were flows. At one hotel, for exam-already at the back of their ple, the dining room that overminds, but had not yet been articulated. One "quite phenomenal" thing the company took on board, says Mr Berry, is that 90 per cent of good ideas in a company come from the bottom 10 per cent of the

To break down the barriers between managers and the rest of the staff, and to encourage the flow of ideas, Mr Berry introduced a two-day training course for all of the 260 full-time and 50 part-time staff over a six-week period. Whereas previously staff were given minimal training, all new recruits are now sent on a

one-day course.

Mr Berry has also just introduced the first company conference, which was run as a three-hour game show. "It was great fun. One thing we learned from Disney was that things must be entertaining,"

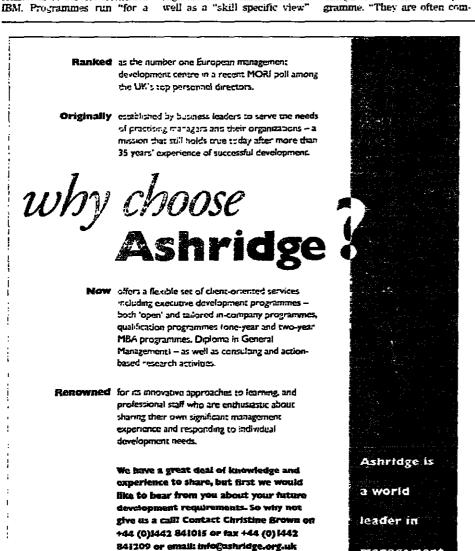
To improve communications a newsletter, written by the staff, has been launched. Quality circles have also been set up in each hotel to analyse the work of each denartment and make sugges-

tions about how things could

be improved. There has been no shortage looked the lake was freed up to serve morning coffee and afternoon tea by not setting the tables for formal meals during the day.

At another hotel, wine sales were increased by recommending certain wines to go with certain dishes on the main

Not surprisingly, Mr Berry admits that the hard part of the exercise was developing the communications between staff in order to identify and Disneyspeak he acknowle "It doesn't happen with pixie

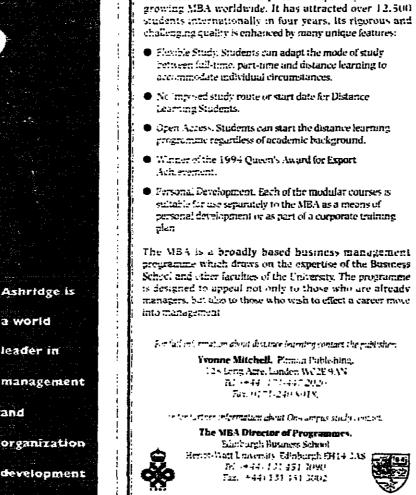


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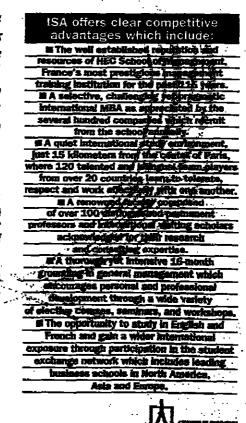
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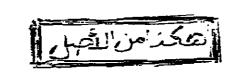
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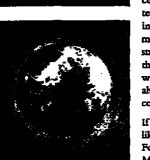
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ssroom at the top

Senior managers now see learning leadership skills as a prerequisite for future success

Until very recently executive education was deemed the province of the middle manager or the up-and-coming young executive. It was certainly not for the top dogs.

But as the business climate continues to change, with the need for company directors to think globally, cut staff numbers and implement information technology strategies, attitudes are changing too. Many board directors now concede that they need to return to the classroom if they are to steer their companies successfully into the next millennium.

"You can still get to the board of a very senior company and still not understand a balance sheet," points out Mr Philip Sadler, formerly chief executive of Ashridge Management College, in the UK.

Such gaps in knowledge mean, Mr Sadler believes, that executives increasingly feel that they need to retrain several times during their career. a realisation that has been fuelled by the fashionable concept of the "learning organisa-

The result is a demand for board level courses that has been "unprecedented and is unlikely to diminish", according to a spokesperson for IMD in Lausanne, the European specialists in executive education. Other business schools, consultancies and training organisations report similar

In the UK, four organisations, Ashridge and Henley Management Colleges, the Institute of Directors and Manchester Business School say that their joint course on "Joining the plc board" is oversubscribed - both by boardroom newcomers and established board members.

The challenge for business schools and consultancies alike has been to fulfil this burgeoning demand for board level courses within the restraints of the time restrictions such senior people require. "As one American director put it to me,

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'If I can let a senior manager go for three weeks I can proba-bly let him go for good," says Mr Jeff Ramsbottom, director of Manchester Business School's executive centre.

For many busy executives the 11- or 12-week advanced management programmes (Amps) run by the likes of Harvard Business School and Templeton College, Oxford, among others, are simply too long The latest such course, the Amp in Scotland, the first session of which will be held at the University of Aberdeen in June this year, tries to overcome the problem by condensing the teaching into just two

Elsewhere, training organisa-tions are taking the traditional six or 12 week course and

opportunities for learning and growth.

instead of faculty lecturing, the course is likely to have a "facilitator" who brings the executives together and helps steer discussions.

Meetings of this kind are

often designed to counteract the "corporate myopia", as one course provider puts it, that pervades many large organisations where executives only talk to their fellow directors. But most course providers

trade on the theme that it is "lonely at the top", and that chief executives have no-one to bounce ideas off within their own organisations. By meeting their peers from companies facing similar problems they can share their corporate worries. One such forum is provided

Such programmes are replacing the traditional stamping grounds of board directors, the international conference circuit, says Mr Arnoud De Meyer, associate dean of executive education at Insead. He believes that such informal gatherings neither alter the way executives behave nor enable them to develop their own management style.

Nevertheless, executive brief-ings, a combination of conference and course, are continuing to prove a popular option. CSC Index's Senior Management Interchanges programme, for example, is a meeting-based course intended to expose up to 40 managers at a time to the latest theories from business people and recognised manage ment gurus. Participating com-



Ashridge: its 'joining the pic board' course - co-run with three other organisations - is always oversult

breaking it down into modules so that it can be studied over a one or two-year period. For example, the owner/president management programme (OPM) at Harvard, which is designed for those who run their own companies, comprises one three-week unit every year for three years nine weeks in total.

Course content on these board level courses is likely to focus not on management but on leadership, hence course titles such as Insead's Leadership in Organisation.

Whereas many such advanced management courses rely on the case study approach to teaching executives - the same method as that employed on most master of business administration (MBA) courses - the directors of many shorter courses for top bosses believe it is the interaction of the participants themselves that provides the best

by the five-day Avira programme, run by Insead, in Fontainebleau, which has three courses aimed specifically at the top league of business people. (Avira stands for awareness. vision, imagination, responsibility and action.) Course organiser Mr Henri-

Claude de Bettignies carefully interviews all the prospective participants before they attend the course to ensure that the chemistry between the executives will work and that each participant finds the course The bounds of the pro-

gramme itself were determined after the results of 50 interviews with executives were analysed to determine what were the burning issues for them. To reflect the international character of the participants, the meetings on the Avira programme are held in Singapore and California as

panies pay £12,000 to sponsor 10 sessions a year - each session lasting one and a half

Such gatherings bring executives together with international speakers of the calibre employed by the top business schools and are frequently patronised by several executives from a single company, to consolidate a common management language and act as a catalyst for company change. In spite of the growth in

demand for board level courses, it is still very difficult to persuade many managing directors or chief executives that they need training, says Mr De Meyer - he says it one of the biggest problems that Insead faces in running board level courses. The other problem, he says, is that even when executives have signed up and paid for the programmes they are often simply too busy even

A lexicon of management learning

Della Bradsbaw defines the words that dominate the world of the business student

AMPS, otherwise known as advanced management programmes, are traditionally aimed at managers approaching the top rung of the corporate ladder. Harvard Business School has been the most

prominent institution providing such courses, although a as Templeton College, Oxford. also offer Amps. The latest such course is the Amp in Scotland, the first session of which will be held at the University of Aberdeen in June this year.

BRAINSTORMING is the latest technique employed by best out of senior executiv Top bosses sit around while the "facilitator" - the person who helps the process along - draws out the business issues.

CASE STUDIES are still the breed and butter of many an executive education course, especially those that lest for several weeks. Rolls-Royce of the industry, Harvard, leads the rest in this approach to teaching

DISTANCE LEARNING IS becoming increasingly popular as it allows managers to tailor their study around their work ments. This is the area where technology is playing the biggest role in delivering rmation to students, in the U.S. for example, nine leading with the satellite company Westcott Communications to provide teaching via satellite.

ENTREPRENEURSHIP is increasingly appearing on the list of executive courses run by business schools. It is not just the 27-year-old whicz kid who can benefit from such courses. say the schools. The largest corporations can introduce entrepreneurial skills to improve business performance.

FACULTY, or instructors, are course. The good news for executives is that most busines performers for executive courses, leaving the recently qualified academics to cut their teeth on the less hard-bitten MBA or undergraduate

GLOBAL leadership skills, or the lack of them, are probabl the single biggest reason for executives to attend short courses. As a result, courses that deal with cross-bord operations are raking in the dollars for the business school

HIGH LIVING is not usu synonymous with study, but some courses, such as the executive MBA run by Liverpo Business School, hold study other upmarket locations.

a way of delivering courses to students and as a way for students to keep in touch once the actual course has

technology is already being a strategic the globa

Duke university in the US. **JARGON** rules in business education, from "empowering the facilitators" to "reangineering the cross-functional organisation"... the list is

Fugua school of business at

KITH AND KIN - they are the ones who will suffer when you go off on a five-week utive course.

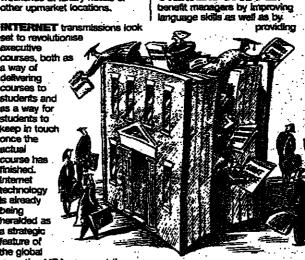
LEAGUE TABLES abound in the US, listing the schools according to a variety of criteria. In Europe the only way to choose a school is through reputation and recommendation

MODERN buildings, designed specifically to house and educate students on short residential courses, are springing up all over busine school campuses. The first to build such a centre was the Kellogg graduate school of

University, near Chicago; the most recent, Cranfield University in the UK, which put up a £6m management development

NVQs, or national vocatio qualifications, were devised in the UK as a set of qualific that accredited practical learning and achievement as well as the purely academic. The biggest success for NVCs has been in retraining women who want to return to work after

OVERSEAS STUDY can



Insight into the problems faced by overseas students....

PHYSICAL EXERCISE is the hallmark of the outward: bound variety of short manadement courses - where leadership qualities are developed through sweat and hard work rather than contemplative study.

QUALIFICATIONS are rarely the end result of executive courses, with the exception of the executive MBA. from some of the more prestigious universities -Harvard in particular - have the status of a portable qualification.

RECOMMENDED reading for those wanting to do more research into available courses include: "Bricker's International Directory of university-based executive development programmes 1996", published by Peterson's, in Princeton,

New Jersey (\$325 - £211); "Which Executive Programs published by the Economist Intelligence Unit, in London Executive Development Programmes", published by Kogan Page, also in London (£75).

SUCCESSION is a pererinial problem for family-owned businesses. For those who want to see their offspring take over the business there are specialist courses, such as the one run by

IMD in Lausanne, to help. TRADEIG FLOORS are one of the more recent developments in US business schools, such as the Sloan chool at the Massachusetts Institute of Technology and

the graduate school of business at the University of Texas, in managers can act out their s as Wall Street traders as well as learn more practical

UPWARDLY MOBILE executives who want to move out of a functional speciality and into more gene management are the main beneficiaries of PMD courses - programmes for management development. Again, Harvard specialises in these 12-week courses.

\$

VIDEOCOMPERENCING one of the handfut of technologies being increasingly used on distance learning courses. Eventually, it could enable an academic in one location to lecture to thousands : of students on numerous sites across the globe.

WOMEN ONLY COURSES are growing in number and larity, particularly those aimed at educating women to get to the very top.

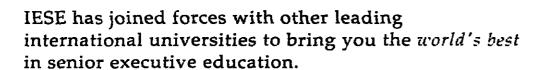
XENOPHOBIA will be noted by its complete absence on most open programmes. One course could have students from 30 or 40 different countries on it.

YOUTH is becoming as much in demand as experience. Courses specifically for young executives are being run by several schools, including insead in France.

ZEAL is a prerequisite for many short courses. But hard work pays off for meny who zoom to the top.



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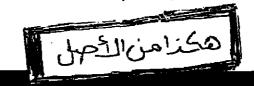
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INTERNATIONAL INSTITUTE FOR Ch de Bellerive 23 PO. Box 915 CH-1001 Lausann

E-mail: info@imd.ch

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received the

Number One Southwark Bridge, London SE1 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Tuesday March 12 1996

Current ideas on Japan

A current account deficit in the current account surplus Japan? This once in five-years phenomenon tends to inspire passionate and conflicting interpretations. To some it will be a bigger than average monthly blip; to others, a conclusive sign that the Japanese economy has finally learned the art of the import

There is a bit of the blip about the figure. January is an unusual month in Japan. When executives return to work after the new year break, their first corporate obligation is to pay courtesy calls on old customers, not hunt for new clients. And the travel account is deep in deficit with the seasonal rush abroad by Japanese

But exports tend to surge in February, so it would be a sur-prise if a thin Y1.9bn January deficit did not revert to form and to surplus over the next couple of

That should not obscure a deeper trend. The Japanese economy is undergoing a gradual personality change. It is more importand consumer-driven, and a little less obsessive about exports. These traits are behind the qualitative difference between this monthly deficit and that of January 1991

Back then, imports were being ravenously consumed by an economy in the final phase of spectacular excesses - the passion for Prench impressionists was still being indulged and foreign luxury goods appeared compellingly affordable. But the moment passed, the "bubble" burst, and

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soared again.

This time around, the economy is emerging from its longest downturn since the 1930s and imports are rising despite weak domestic demand - itself an indication that industrial and personal purchasing habits may have been permanently reformed.

The composition of the import mix has also changed. There is a shift away from raw materials many of which were fashioned into exports, and towards manufactured goods for domestic consumption. Over the past decade, the share of manufactured goods in imports has tripled to 60 per cent, and the foreign proportion of the car, computer and semiconductor markets has risen

But there are important foot-notes to the figures. The surplus overall may be in decline, but that on the trade account with east Asia, Japan's fastest growing export market, is still rising by an annual 15 per cent. And foreign companies are not necessarily the main beneficiaries of the country's acquired taste for imports.

Tokyo officials estimate that third of imported manufactured goods are from Japanese factories established abroad in search of lower production costs and of a currency other than the strong yen. When the current account figures are tallied in coming months, the most successful exporters to this newly-open economy may well be Japanese compa-

Rupert at 65

Mr Rupert Murdoch could now is mixed. In the UK, his touch has nerve taken to create the Fox netmatched at Twentieth Century

> When good, his products are very good. Both The Simpsons cartoon, and Home Alone, the film. encapsulate universal anxieties and the voice of small-town Amer ica at the same time. Yet he shows no scruples about cheapening and coarsening products if that will boost sales. The regular wit of The Sun's front page hardly obliterates the sheer nastiness of its "Gotcha!" headline on the sinking of the Argentine Belgrano. More

mollify the Chinese government.

When recovery is not enough

The German economy is in trouble but the politicians may be tempted to sit back and avoid the tough measures needed, says Peter Norman

elmut Kohl is an astute politician. But not even his most enthusiastic supporters would accuse the German chancellor of a knowledge of or interest in economics.

For how else could he have promised Germany's voters that unemployment would be halved by the end of the century?

Ten weeks after Mr Kohl put combatting unemployment at the top of his political agenda, that promise looks brave if not foolhardy. The German economy is in trouble and even if it returns to growth this year there is little reason to expect a surge of job creation.

Last week's headlines about record unemployment and the first marterly fall in real gross domestic product since early 1993 told only part of the story.

 There is substantial concealed unemployment in addition to the 4.27m or 11.1 per cent of the workforce registered as jobless last

According to Mr Bernhard Jagoda, the federal labour office president, a further 1.5m people (800,000 in eastern Germany and 700,000 in the west) were kept off the register by government job creation schemes, training programmes, early retirement and short-time working. Overall employment fell by 205,000 last year to

• The 0.5 per cent decline in real, seasonally adjusted GDP in the final quarter of 1995 will not be the last. The Berlin-based DIW economic research institute forecasts real GDP will fall about 1 per cent in the current quarter.

 Forward indicators are pointing downwards. The monthly business climate indicator for western Germany from Munich's Ifo economic research institute has risen in only two of the past 14 months.

The latest six-monthly survey of 25,000 member companies by the German chambers of industry and commerce (DIHT) showed that a third of western German firms expect business to worsen. As a result, the chambers have forecast virtual stagnation and nearly 500,000 job losses this year.

• The public finances are deteriorating rapidly. Last year, Germany's public sector deficit unexpectedly rose above 3 per cent of GDP, above the target set in the Maastricht treaty for those countries entering economic and monetary union in 1999. The deficit will exceed the target again this year and doubts are growing over whether Germany can meet it in 1997, the year on which decisions will be made about the countries that will join the single currency.

Rumours that Mr Theo Waigel, the finance minister, plans a new cap on public spending have strengthened suspicions that the federal budget deficit is heading for an overshoot of between DM10bn and DM14bn on its DM60bn target this year. There is little hope that the federal states, or Länder, and the municipalities will be able to keep their spending down.

High-profile corporate problems have added palpably to a public sense of gloom about the economy. They include the financial crisis at the Bremer Vulkan shipbuilding group, which last month sought a restructuring of its debts, and job losses at Dasa, the aerospace com-pany owned by Daimler-Benz.

Using the definition of two consecutive quarterly falls in GDP, Germany is in recession. However, that message is not one the government wishes to broadcast. With important state elections on March 24 in Baden-Württemberg, Rhineland-Palatinate and Schleswig-Holstein, Bonn has banned the "R-word" from its vocabulary.

In remarks that may yet haunt him. Mr Günter Rexrodt, the economics minister, twice insisted last week that: "There is no question of a slide into recession or zero growth this year." However, he also warned that the recovery that he and many economists still expect this year "will not be sufficient for a funda-mental improvement in the labour market"

Only six months ago, Mr Rexrodt was looking forward to 3 per cent growth last year and 25 to 3 per cent growth in 1996. In the event, growth in 1995 was only 1.9 per cent, with output first stagnating

and then declining after mid-year.

The government blames the poor performance on last spring's rise in the value of the D-Mark and excessively high wage agreements. But last week's GDP figures have also highlighted an alarming slowdown in investment: fourth-quarter investment in equipment was down 0.6 per cent in real terms on the me period of 1994; investment in buildings was 1.8 per cent lower. In the first quarter of 1995, real spending on equipment and buildings was up by 5.4 per cent and 4.1 per cent respectively on the previous year.

The chambers of industry and commerce expect investment in equipment will fall by a real 2 per cent this year, with a 3 per cent drop in construction spending. The BDI, the German industry federation. warns: "Rationalisation will continue to be the most important investment motive, rather than the expansion that would be normal in a phase of recovery."

ccording to the Institute of German Private Enterprise (IW), the BDI's economic research unit, manufacturing output started to turn down in the third quarter of last year after recouping only half of the production losses of the recession of 1992-93. Its share of GDP fell to around 27 per cent last year from 31 er cent in the early 1990s, while the manufacturing workforce has fallen to 8.8m from 11.1m in 1991.

Government hopes, meanwhile, are pinned on continued export growth, a revival of consumer demand and a 50-point programme for jobs and growth agreed by the cabinet at the end of January.

Exports have been comparatively robust - up 6.2 per cent in the first 11 months of last year. There are hopes that Germany's traditionally strong machinery makers can boost trade with fast-growing markets in Asia and Latin America.

But export growth lagged behind the expansion of world trade last year. Unit labour costs are about a quarter above those of leading competitors. Some export business is clearly unprofitable: Bremer Vulkan's woes, for example, were exacerbated when it contracted to build two cruise ships for an Italian line at a loss.

As for consumer demand, it should benefit from low interest rates and tax changes that are due to boost disposable incomes by nearly 1 per cent this year. But the urge to spend is being dampened by rising contributions for health and pension insurance and sharp increases in charges for local authority services - as well as increased fear of unemployment.

The government's 50-point programme is a series of supply-side reforms such as deregulation, corporate taxation reform and incentives for company start-ups. It includes gradual reductions in public spending from 50 per cent of GDP to 46 per cent, trimming and restructuring the social security system. And it aims to price workers into jobs by reducing high non-wage labour costs, such as social security contributions, generous holidays and expensive sickness pay schemes.

But there has been scant progress since its announcement six weeks ago. Meanwhile, the trade union plan for an "alliance for jobs", a promise of wage restraint in return for increased employment, appears to be running into the sand.

The 50 measures have fallen prey to Germany's legislative paralysis. There are still no details of the fiscal incentives for new companies. for example. Reform of business taxation must await complex negotiations between the Länder and the federal government. A badly needed

reform of Germany's inefficient and inequitable income tax system is unlikely before the end of the

The government has so far failed to implement even a modest liberalisation of shop opening hours. Despite cabinet backing, parliamentarians from Mr Kohl's party blocked the measure, fearing it would lose their party votes in this month's state elections.

Some progress has been made - last week the cabinet agreed a bill to curb early retirement. But suc-cess in this area, crucial to cutting non-wage labour costs, will depend on the support of the opposition which controls the Bundesrat, the second chamber of parliament. It also requires business to create sufficient part-time jobs to absorb the elderly who have been pensioned off early. Meanwhile, non-wage overheads are heading for a new record this year.

The talk in Bonn is that once the elections on March 24 are over, there will be an 18-month burst of activity to push through the necessary reforms before serious campaigning gets under way for the general election in autumn 1998.

The 50 points will be realised step by step and without ifs and buts," Mr Kohl promised an election rally in Heidelberg last week.

But if the chancellor is to be proved right, it will require the Bonn government to rediscover its capacity to implement change and the opposition-controlled Bundesrat to find the will to reach compro-

The government and Germany's research institutes still believe there will be an upturn in the economy this year. Some bounce-back is almost inevitable after this year's unusually hard winter. But such a recovery could be more damaging than recession. On past form, it would encourage Germany's politicians to sit back and avoid the tough measures that are needed to restore the conditions for sustained growth and job creation.

Unemployment

apply for the UK state pension of £58.85 a week. When the head of irreverence he loves, than with News Corporation turned 65 yesterday, there were no signs that he had any need or desire to tap this source of funds. But the birthday is a reminder that neither he nor his empire is immortal. News Corporation, with annual revenues of \$9bn, is the world's sion industry, has bardly been

fourth largest media group. It dis-tinguishes itself from the other giants, however, by adroitness and aggression. To aspiring players on the media scene, it must seem that wherever they venture, the News Corp flag is already flying; while their strategists analyse and comment on industry trends. News Corp is already changing them. Size explains some of its influ-

ence. But given Mr. Murdoch's reluctance to dilute his family's 30 per cent stake, News Corn has been more capital constrained than many rivals. Moreover, as Mr Murdoch well

knows, size may now be necessary for success in media, but it is not sufficient. One of his most lucrative skills has been to spot the "bottlenecks" or "gateways" in a market through which all participants must pass, paying the gate-keeper a fee as they do so. Mr Murdoch, unlike the ministers and civil servants who drafted the UK's 1990 Broadcasting Act, recognised that the owner of the first satellite subscription service would control such a gateway Despite that instinct, his record

been surer with The Sun, whose The Times, which represented the establishment he despises. He has appeared more at home with television than with Hollywood; the work, which still astounds the generally conservative US televibetter at acquisitions than at organic growth also has some sis, his UK satellite service notwithstanding; in particular, he is said to regret Fox's slow build-up.

recently. News Corp threw the BBC's World Service off its Asia satellite service, apparently to

And when Mr Murdoch goes? His sons and daughter are plausible contenders for his chair. But there is too little internal logic gluing the group together; the likelihood must be that his departure will mark the beginning of

Germany: waiting for an upturn Industrial production (manufacturing) 1972 74 76 78 80 82 84 86 88 90 92 IFO business climate index for western Germany' Hecassion Chancellor Helmut Kohl

Setback in Brazil

The double blow suffered by fhe Brazilian government's economic reform programme last week does not of itself spell disaster. But it provides evidence of policy drift that is worrying some interna-

tional investors. Congress unexpectedly voted down a constitutional amendment to reform the national social security system. The senate also decided to launch a parliamentary commission of inquiry into alleged regulatory incompetence and fraud at Banco Nacional, which collapsed last year.

The social security reform would not have affected this year's fiscal performance. The legislation had in any case been so watered down that it would not have led to radical change along Chilean or Argentine lines. President Fernando Henrique Cardoso described the vote "as a normal occurrence in a representative democratic system" and promised to redouble efforts to seek consensus for the reforms.

As for the bank inquiry, it will do nothing to solve any of the very real problems that face Brazīl's banking system as it adjusts from a hyperinflationary environment to one of more stable prices. Nor will it provide the stronger supervisory regime and more independent central bank that the country's financial system needs. The danger is, however, that the inquiry will divert attention from the government's other economic efforts including an administrative reform that would, among other things, help states cut their bloated payrolls, and a tax reform.

These measures, albeit already diluted in an attempt to seek con-sensus, are necessary to make way for a sustainable fiscal adjustment. Up to now, the fight against inflation has been almost entirely waged through monetary policy and the exchange rate. The dan gers of relying on the exchange rate to bring down inflation were demonstrated by Mexico's financial crisis. Moreover, overdependence on monetary policy, without parallel fiscal adjustments - the public sector deficit was 5 per cent of GDP last year - is unsustaina-

ble in the medium term. The consequence is high real interest rates which, apart from their harmful effects on the real economy and the financial system, eventually create an unserviceable burden of public debt. Public sector debt held by Brazilians grew 74 per cent last year to

Real interest rates need to fall as they have so far this year - but they must stay down. Fundamental fiscal reform is the only way to ensure that this happens.

The risk is that this reform effort is becoming embroiled in October's municipal elections, in which some 20 per cent of Brazil's more than 500 lower house legislators will probably be candidates. Mr Cardoso may talk about consensus, but now is the time for

BSERVER

Bermuda's ugly duckling

Sir John Swan, who stepped down as prime minister of Bermuda in August after Bermudians rejected his call for indépendence, hás become the centre of an even meatier debate over who can cook the Island's

hamburgers. Bermuda, keen to maintain the island's prim mage, has long set its face against fast feed outlets. However, the United Beronida Party government has recently reversed that policy, by permitting Swan to open Bermida's first McDonald's outlet.

Although Swan is no longer premier, he stills sits as a member of Bermuda's 40 member House of Assembly.
David Saul, Swan's successor as

prime minister, is in an embarrassing position since Maxwell Burgess, another UBP legislator and former cabinet minister, is Swan's partner in the venture and Grant Gibbons, the finance minister who granted the approval, represents voters in Paget Bast, the same district Swan represents.

enresents Last week, Bermuda's legislators voted almost unanimously to deplore the deal; there is concern that the row could undermine the government's slim majority. But despite the split in the party that has governed Bermuda since

1968, Saul says that the approval granted Swan's company won't be revoked. "We'd end up being a banana republic, giving people licenses and, for whatever reason, snatching them back," he says.

Which would sound a mite more

convincing if he hadn't relied on Swan's support to win last summer's leadership race. Bermudians, who developed a taste for Rig Macs when they had access to a McDonald's on a US Navy base that closed in August, are split on the issue. Since Swan's permit was granted, business. people wanting to open Taco Bell and Pizza Hut restaurants have been queueing up for their permits. What more could you want?

Come to Bermuda for sun, surf and

Rootless Felipe

As he prepares to leave his official Moncloa Palace residence. after losing Spein's general elections at the beginning of the month outgoing prime minister Felipe González has a pressing problem - what should be do with nis 220 beloved bonsai trees? His impressive collection was

patiently built up during his 13% years at the Moncloa. Now it occupies a huge greenhouse in the palace's extensive grounds. González showed insufficient foresight when he offered Madrid's Botanical Gardens the bulk of the .

You might have thought that

is time to pack up and go, it turns out that the new premises for the bonsais won't be ready for at least a year. That means that the Moncloa Palace's new occupant, centre-right leader José María Aznar, risks having González popping in and out of the greenhouse at all hours, watering can and tweezers in hand.

In the family

E Sandoz chairman Marc Moret must derive special satisfaction from the clear domination of his company in the mega-merger announced last week with Basie neighbour Ciba. Moret said in an interview three years ago that he had been worrled when Sandoz opted not to join the merger of Ciba and Geigy in 1970.

"We were then the little cousin in Basle. My predecessors decided not to join the merger, saying that they would certainly do better alone I felt that they were very, very ambitious to say something like that."

At that time, Moret also said that he hoped to remain at Sandoz until the age of 100. He's done pretty well and is now 78, though is ceiling the chair of the new Novartis to Ciba's Alex Krauer.

Adam tempted

collection back in October; now it the takeover bid by Parihas, the

French financial group, for its long-time target Navigation Mixte would have raised the ire of the atter's minority shareholders. After all, the offer is set only just above the share price, and substantially below what many believe the assets are worth.

Yet, strangely, there have been no complaining noises from ADAM a lobby for small investors and, in the past few years, one of France's sharpest thorns in the side of acquisition-hungry executives. It's surely coincidence that - as part of its profile-raising efforts at corporate governance and shareholder value - Paribas last year recruited Colette Neuville, ADAM's leading campaigner, to a seat on its supervisory board.

Relish on the side ■ It doesn't have quite the same

sonshine levels as Bermuda, but it appears that the hop-growing county of Kent in the UK has also taken to McDonald's.

Since September, Kent County Council has been backing a scheme called Cities in Schools, which aims to help a small group of naughty, expelled pupils pass exams and get some jobs.

Once a week, one of three groups of 10 meets at a McDonald's burger bar, for an "informal tutorial where they can talk over problems and worries with their futor." A kind of Big Mac, rather than big

Pinancial Iime

100 years ago The Italian colonies

If all reports be true, the Italian settlers in the new African colonies have had anything but a asant time. The explorer Franchetti, whose idea of benefiting mankind seems to bave been that of locating people produced nothing and communicated with nowhere, is now reaping a measure of abuse for his pains. All the blunders of a nation badly bitten with colonial fever seem to be shown by Italy in her unfortunate enterprise. For the joy of starving a few fellowcountrymen in Africa, Italy has to risk bankruptcy and sacrifice the lives of thousands of her

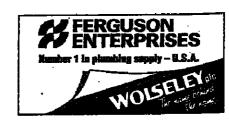
50 years ago Peron and foreign capital

In a special interview, Miguel Miranda, president of the State Industrial Credit Bank and unofficial economic adviser to Col. J. Peron. said that freedom of trading would be certain, but Col. Peron would not tolerate excessive demands by the workers damaging the Argentine economy. Foreign capital would be welcome, but subject to control. It was thought that wheat exports would end by 1950, as by then European consumers would be more self-sufficient



FINANCIAL TIMES

Tuesday March 12 1996



Current account fall of Y1.9bn surprises economists | Germany

Japan's trade dips into the red after five years

Japan's politically sensitive current account swung unexpectedly into a small deficit in January for the first time in five years, an outcome greeted by economists as further evidence of a lasting change in favour of imports.

According to preliminary figures by the finance ministry, the current account fell Y1.9bn (\$18m) in the red in the first month of the year, from a Y1.008bn surplus in December and a Y328.2bn surplus in Janu-

Officials said the deficit might have been larger but for the ministry's decision at the start of the year to switch to International Monetary Fund reporting stan-dards, under which Japan will add services to its trade figures and announce its current account in its own currency, rather than

Under the new system, which measures the simple volume of trade undistorted by currency account swung into a Y312.8bn rate changes, the current account deficit - also for the first time in

surplus declined by 22.3 per cent in the last calendar year, rather announced under the old dollarbased report.

The January deficit was exceptional because Japanese compa-nies tend to clear their export orders in a rush at the end of December and export less at the start of the new year.

Finance ministry and private sector economists expect the surplus to reappear in the months following the new year, but believe the trend of declining surpluses will stay.

Seasonally adjusted, the cur-

rent account was Y593bn in sur-plus in January, 24 per cent below the average of the previous three months, which is a clearer guide to the underlying trend. "One should not exaggerate, but there are some real changes going on in the economy," said Mr Richard Koo, chief economist

at Nomura Research Institute. Within the January current account, the goods and services

five years - from a surplus of Y76bn in January 1994. The surplus in manufactured goods fell 46.9 per cent over the year to Y263.4bn, the 14th month of decline. Exports rose 22.2 per cent to Y3,260bn in January, lagging on the 38 per cent growth in imports to Y2,996bn over the same period, the ministry said. Computers, electronic components and cars were among the

fastest-growing imports. This reflects a sharp growth in sales to Japan by Japanese com-panies' Asian plants, built as a cheap bases from which to service domestic as well as emerging foreign markets.

Foreign companies in these sectors have also increased their share of the Japanese market. helped by a strong yen and a change in consumer tastes.

The deficit was a surprise to Tokyo economists, but the for-eign exchange market was little moved and the dollar slipped slightly from Y106.3 at the start to Y105.36 in the evening.

Editorial Comment, Page 21

Six countries urge Brussels to drop its EU growth plan

Six countries led by Britain, France and Germany yesterday urged the European Commission to shelve proposals to shift funds from the EU budget to support a new growth package. Finance ministers in Brussels

said the plan, though modest, would send the wrong signal to the public when budget discipline was needed to prepare for monetary union. But Mr Jacques Santer, the Commission president, intends to press ahead. A spokesman said he would raise the pro-posals at the EU summit in Turin on March 29, which will launch the intergovernmental confer-

ence on the future of the Union. "The proposals are fully in line with repeated conclusions of EU ammits. If the member states do not respond, it will be clear where responsibility lies," the

Mr Santer wants to reallocate

budget to support EU research and development. Latest calculations suggest at least Ecu700m (\$875m) - perhaps as much as Eculba - could be left over from

the farm budget this year. He also wants to raise an extra Ecu1bn for trans-European road, rail and telecommunications networks. His proposals form part of a "pact of confidence" to restore economic growth and encourage labour market reform.

The six countries that expressed reservations were Britain, France, Germany, the Netherlands, Austria and Sweden. The last two in particular have launched ambitious programmes of public spending cuts to reach the Maastricht treaty's public deficit target of 3 per cent product.

The Dutch are also sensitive about their position as the largest net contributor per head to

Brussels is determined to maintain the assault on public deficits, despite the economic slow-Last week, the Commission trimmed its growth forecast for 1996 to less than 2 per cent, although it predicted a

> Mr Jean Arthuis, French finance minister, said monetary union would go ahead on schedtile in 1999 even if there was no big turnround in the European economy. But growth would pick

rebound in the second half.

Ministers also took note of a letter from the powerful EU monetary committee - made up of national treasury officials from the member states - which called for a tightening of rules on budget discipline.

These rules are part of "convergence process whereby countries set out targets for improving their economic performance and are judged by

cautious over leap in industry production

By Peter Norman in Boon

A big jump in manufacturing output helped German industrial production to a surprise recovery in January. But the Bonn eco nomics ministry, which reported the figures yesterday, warned that they might have to be

After a run of gloomy economic data, the ministry announced that industrial production in January rose a provisional, seasonally adjusted 1.6 per cent compared with December, reflecting a 26 per cent gain in manufactur-

ing output. However, the ministry revised December's overall production figure to show a 1.1 per cent fall compared with November. It had earlier announced a 0.6 per cent

This chopping and changing put the spotlight on the continu-ing disarray of Germany's key economic statistics shortly after the Bundesbank had sharply criticised their accuracy in its most recent monthly report.

Analysts hesitated to claim any

turnround in the German economy yesterday. "More informa-tion is necessary before it can be established whether the economy has really troughed," commented the Frankfurt office of Goldman Sachs, the US investment bank. "We feel that the numbers must be highly distorted," added Mr Holger Fahrinkrug, a Frankfurt based economist with UBS, the Swiss investment bank.

January's 3.8 per cent drop in seasonally adjusted construction output caused little surprise in view of especially cold winter weather. But the ministry gave no explanation for the reported 10.2 per cent jump in investment goods production in the month or a 3.6 per cent rise in output of consumer durables. Both increases came at a time of falling husiness confidence and a sharp rise in unemployment.

On a two-monthly comparison, which the ministry regards as a more accurate guide to trends, there was no change in industrial production in December and Jan-

> When recovery is not enough, Page 21

THE LEX COLUMN Bated breath

The immediate threat of a global market crash may have receded, but it would be dangerous to view lower bond prices as a buying opportunity. The US jobs data which scared the market last week could still prove to be a portent of strong growth and ris-ing inflation. That the markets do not yet believe this to be the case is illustrated by the unresponsiveness of the dollar. Some clarification will be provided by US February producer prices on Thursday and consumer prices on Friday. If these numbers suggest a return of inflationary pressures, US bond prices are likely to resume a downward course.

It will be difficult for European bond markets to buck the trend. The UK market is probably worst off, with less chance of further rate cuts, a stronger economy and mounting political

A German rate cut is now unlikely before the end of the month, if only because the Bundesbank does not like to act in volatile markets. Even then, it could be in a tricky position. Last week's slide has already caused the German yield curve to steepen, and any further US weakness would exacerbate this tendency. In this environment, it is not clear that a further German rate cut would help bring down long-term bond yields - the main concern for the Bundesbank because of their negative impact on German industry. The German market may outperform the US in the short term, but German bonds will look expensive once they start to yield sub-stantially less than US treasuries.

At least for the time being, Euro-pean monetary policy is likely to be set not by individual central banks or even by the Bundesbank but by the

C&W/BT

Cable and Wireless's proposed reverse takeover of BT was a triumph of financial engineering. The scheme was a neat way to avoid BT's having to make an offer for the 42.5 per cer of Hongkong Telecom which C&W does not own, so cutting the cost of the deal by at least £5bn. Of course, if such a mechanism could be employed in a merger with BT, it could just as easily be adopted by any other telecoms group acquiring C&W. And while the industrial logic of combining C&W with BT looks strong, similar synergies could be obtained by merging with AT&T or a US Baby Bell.

The difficulty - and what eventually sank the talks with BT - is how to make it stack up financially. C&W nat-

FT-SE Index: 3674.5 (-35.8) UK telecoms Share prices relative to the

Source: FT Extel : because the deal was envisaged as a reverse takeover, that involved buying BT at a discount. BT's shareholders would have found that hard to swallow unless they had been sure the new company's shares would command a multiple nearer C&W's 17 times earnings than BT's 12 times earnings.

Paying out a bumper dividend would have helped; BT/C&W's combined balance sheet could, in fact, have afforded even more than the planned £4bn-£6bn. But there would still have been a worry the merged company would have been seen as BT writ large and so received BT's multiple. One way of overcoming the problem would be for C&W and BT to merge and then spin off BT's highly-regulated UK infrastructure business. What would be left would be a highgrowth international business. If C&W can find a really top-notch chief execu-tive, maybe its next bid for BT should

Swiss financials

Hopes of another Swiss megamerger are running high: yesterday the market hit on the idea that Swiss Bank Corporation and Zurich Insurance might get together. Investors should not get too excited. Although a merger would make some sense, it would not deliver the lavish benefits of Sandoz's and Ciba's. Selling insurance to banking cus-

tomers - and vice versa - is certainly all the rage in Switzerland: CS Holding has forged alliances with Winter-thur and Swiss Re, while Union Bank of Switzerland plans to take a 25 per cent stake in Swiss Life. But SBC and Zurich already have an alliance, selling each other's products to their own customers. And turning that into a

savings, because the overlap between the businesses is minimal. Real cost-cutting deals in this sector would involve banks merging with banks, or insurers with insurers - not one with

That said, a deepening of the SBC Zurich alliance - perhaps through joint ventures and cross-holdings. rather than a full merger – would be no bad thing. Zurich's reinsurance business would benefit from SBC's derivatives expertise. And pooling the asset management sides of the two businesses should yield some savings. Zurich would have most to gain by locking SBC in with a cross-holding, while preserving its freedom to pursue other distribution links with foreign banks. It would secure its much needed access to the bank's retail net work, without any need to own it.

Speciality chemicals

Will the speciality chemicals sector follow pharmaceuticals with a raft of mergers? Ciba's chemicals arm, which is being fitted off, is the favorable to join up with Clariant to form an SFr8bn (\$6.600n) group. And the US's largest speciality chemicals company, W.R. Grace, has just rebuffed an approach from smaller sival Hercules. As in the drugs industry, consolida tion would reduce overcapacity and offer scope to cut costs. But deals on the scale of recent pharmaceuticals mergers seem unlikely. Speciality chemicals companies are generally smaller and less financially robust. With more fragmented markets and lower research spending, there is less need for global scale, indeed, small, focused companies like Inspec and Allied Colloids are often the most successful. And many speciality chemi-cals businesses are buried within big, slow-moving commodity producers. Hoechst and Rhône-Poulenc are at least trying to remedy this problem through disposals. An additional tea-rier to rationalisation is the environmental cost of shutting old plants, par ticularly in sectors like agrochemitals.

That means consolidation is more likely to take the form of asset swark than mergers or outright takeovers. When Du Pont and Imperial Chemical industries swapped fibres operations in 1993, it was hailed as an industry model. In fact, such transactions have remained the exception. Instead, many companies have in effect "gridlocked themselves by signing a plethora of marketing agreements and joint ventures - making consolidation harder rather than easier.

C&W merger plan with BT

Continued from Page 1

C&W felt that its shareholders should receive a premium as a result of the takeover. Because the deal was to be

structured as a reverse takeover, C&W would have had to acquire BT at a discount. BT is thought to have concluded this would have been difficult to sell to its • Lord Young of Graffham.

who was asked to leave as chair-

British Isles A frontal system will produce cloud and outbreaks of rain across Scotland and England Snow or sleet is possible on high ground, across East Anglia and in the south-east, in the wake of the frontal system, Ireland will turn dry and partly sunny in the

afternoon, Maximum temperatures will vary betweer stay colder. Southerly winds will

decrease over Ireland.

Continent

Most areas will remain

be moderate to strong but will

An easterly flow to the south of a

sorawied across northern Europe will bring cold air to central and

estern parts of the continent.

unseasonably cold and central

Northern Portugal will have rain

later. South-east Europe will be rather sunny and mild.

Conditions in Italy will improve

snow and sleet over high ground.

Most of the continent will remain dry with sunny spells and there

but Greece and the former Yugoslavia will have rain with

Five-day forecast

strong high pressure system

man of Cable and Wireless at the

end of last year, has accepted, as expected, about \$2.4m in compensation. The bulk of the entitlement, about \$2m, will come from the exercise of share options. Lord Young and Mr James Ross, the former chief executive.

were asked to leave after private disagreements over policy erupted into public and threatened the stability of the company. The two men have agreed broadly equivalent terms.

Continued from Page 1

court's procedure. Initial judgments would be made by the court "in chamber", with the possibility of appeal to the full court. The UK also wants the princi-ple established that, where the court finds a member country obligation but has acted in good

faith, no damages should be payable by that country. On a series of technical institu-

UK government risks revolt tional reforms necessary for EU enlargement, the paper says it sees merit in proposals for joint or shared EU presidencies, for "streamlining" the number of commissioners and for giving large EU countries a greater number of votes in those deci-

> Around a dozen UK Conservative MPs have said they will find it difficult to vote with the govemment on the issue.

sions taken by qualified majority

Without us, propeller technology wouldn't have got weaving.

Dowty Aerospace Propellers curved early Sputlire propeller blades from wood, machined the first turboprop blades from metal and now leads the world with all-composite blades whose envelopes are woven from glass and carbon fibres. Twelve thousand all-composite blades have now flown fifty million trouble-free hours. Many are fitted to propellers that are electromically controlled, another Dowty innovation, minimising cabin noise through precise speed selection and propeller synchrophasing Winning orders for the Lockheed Martin Hercules C130-J. Saab 2000, IPTN N-250 and now the De Havelland Dash \$-400 has ensured that Dowty's Gloucester plant will be weaving well past the millenium. Dowry is one of TI Group's three specialised engineering businesses, the others being Bundy and John Crane. Each one is a rechnological and market leader in its field. Together, their specialist skills enable



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wall be a slight rise in temperatures. Conditions across Portugal and the western UK will continue unsettled owing to nearby frontal systems. The Mediterranean will have frequent showers or periods of rain associated with low pressure

Situation at 12 GMT, Terroersture

maximum for day. Forecasts by Meleo Consult of the Netherlands

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From 1st April, our aircraft on the Dusseldorf route will be upgraded to a \$737 in the morning and an Avro 85 Regional Jet in the evening, From Streamphare you can also fly twice daily to Munich and once a day to Fronkfurt.
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OTHE FINANCIAL TIMES LIMITED 1996

Tuesday March 12 1996

Cathay Pacific rise beats expectations

Cathay Pacific Airways, the Hong-Kong based carrier controlled by Swire Pacific, has exceeded market expectations with net profits of HK\$2.98bn (US\$385.5m) for 1995, a 25 per cent increase on 1994. Page 27; Air NZ renews bid for Ansett stake, Page 27; Tan moves closer to control of Philippine Airlines, Page 27

Creatian drugs group sets issue price The international equity issue for Pliva, the Croatian pharmaceuticals group, was priced at a range of K4,150 to K5,100 a share, valuing the company at between \$415m and \$510m. The deal is the first international equity offering by a Croatian com-

Renault keeps faith with Mack Contrary to expectations, Renault, the French vehicle maker, has stayed the course with its investment in Mack. If not a roaring success, the US truck maker is no longer a basket case. Buoyed by the recovery in the US truck market, it increased sales 7.4 per cent last year.

Laporte plans to cut 300 Jobs Laporte, the UK speciality chemicals company, is to cut its head office staff by 40 per cent as part of a restructuring programme intended to add more than £10m (\$15.3m) a year to profits from 1997. Mr Jim Leng, announcing his first results as chief executive, said the group would make about 300 employees redundant in 1996, of which 80 would be from the group's head office. Page 28

Riot shuts indonesian mine The Grasberg mine in Irian Jaya, Indonesia, one of the world's biggest copper and gold producers, was temporarily closed after civil disturbances broke out in the nearby town of Tembagapura, whose 10,000 people are mostly employed by the mine. Page 29

27 Harper Coffins

27 Jones, David

26 International Paper

Mack Trucks

23 Intel

28 Kirch

23 LVMH

28 Lafarge

g Laporte

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Companies in	this	İst	rue .	
AT&T		26	Graphis	oft

AT&T Air New Zaaland Alcatel Télécom America Online Ansett . BET BSkyB

Bank of Tokyo Berkshire Hathaway Retz Laboratories British Vita CSK CTC

Cable and Wireless Canal Plus --Casplan Securities

Dautsche Telekon DirecTV Electrabel

Microsoft Mittenshiehl Rock Netscape -**News Corporation** Olympic Airways Philippine Airlines Rentokii **Pugby Group** S African Brea Siclicaes 23 Sophus Berend - S TNT 28 VTR

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Market Statistics

Zangusi recorts service Bond futures and options Bond prices and yields Commodilles prices EMS currency rates Eurobend prices Fixed interest indices FT/S&P-A World Indices

Foreign exchange Giffs prices London share service Managed funds service Money markets New intl bond lesues New York share service Recent Issues, UK Short-term intrates US interest rates World Stock Harkets

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Chief price changes yesterday

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Alcatel joins Sharp in mobile phone initiative

By Andrew Jack in Paris

Alcatel Télécom, part of Alcatel Alsthom, the French engineering and telecoms group, and Sharp, the Japanese electronics group, yesterday announced a partner-ship for the development of the next generation of portable tele-

The alliance, which is the first wide-ranging tie-up between the two companies, will bring together Sharp's experience in

no complicating relationships.

The alliance recognises part-

ners will honour previous com-

mitments and it is very unlikely

it will try to compete in the UK, where BSkyB is the dominant

satellite broadcaster, or France,

where Canal Plus is the leading

Less than a week after last

Wednesday's announcements in

the UK, France and Germany,

executives from all three organi-

sations are planning the launch. An unresolved issue is how close

the links with Kirch of Germany

will be in the partners' digital

satellite plans. Canal Plus and

Bertelsmann have stakes with

Kirch in Première, the German

about \$270m (£175m), subject to

BSkyB executives play down

the impact of last week's row,

when the UK company released

details of the plan to buy 25 per cent of Première but then had to

Daewoo

closes in

on Lotus

purchase

By John Burton in Seoul

Daewoo, the South Korean

industrial group, is understood to

have signed a letter of intent to

purchase all or part of Lotus, the

British sports car manufacturer

and engineering concern.

It is believed Daewoo signed

the letter of intent in mid-Febru-

ary and that an official

announcement has been delayed by disagreements over terms in the final contract.

Daewoo yesterday would nei-

ther confirm nor deny it was

negotiating with Lotus, although

it said it had made initial con-

tacts: "We have carried out a fea-

sibility study for a possible take-

over or stake in Lotus, as many

other carmakers probably have

done since its parent company

Daewoo was referring to Bugatti Automobili of Italy, the

supercar" company set up in the

early 1990s by Italian entrepre

neur Mr Romano Artioli, who

also bought Lotus from General

Motors two years ago. Bugatti Automobili was declared insol-

However there remains some

went bankrupt," it said.

vent last year.

pay-TV company.

Kirch's approval.

The two groups aim to launch a range of "personal mobile com-municators" by the middle of next year. The devices will combine a cellular telephone and a personal organiser within a single unit.

In the second half of this year Sharp will begin to distribute GSM (global system for mobile) units manufactured by Alcatel. These will include two telephones unveiled by the company keys and longer battery life.

Next year, the two groups plan to launch mobile communicators combining functions such as personal portable faxing, banking information and time management software. Alcatel will provide the telecoms skills and Sharp the liquid crystal display and personal information technology. The two groups are also discussing long term co-operation to develop a range of other elec-

Alcatel's skills in digital mobile this week, the HC 800 and HC communications. this week, the HC 800 and HC tronic devices and components, including interactive multimedia sion of the Zaurus was launched

equipment. Sharp is a leading manufacturer of personal electronic notebooks that can store information for use on the move and send faxes with the aid of a modern. One of its products, the Zaurus, has sold 800,000 units in Japan since its launch in October 1993 and 100,000 in the rest of the

The alliance with Alcatel could help Sharp strengthen its posi-

to GSM phones by 2000, compared with about 5m in 1994. last August, and an Italian version in October. Sharp is keen to boost its presence in the Euro-pean digital cellular telephone more than 30m in Asia. market, where it has sold 150,000

in Germany and the UK. Alcatel also yesterday announced its projections for growth in the market over the next few years. It predicts there

cellular phones based on the

GSM standard. It has also sold a

small number of cordless phones

Some 55m will be in Europe and By 1998, Alcatel believes half of all such phones will be used in the consumer sector rather than by businesses. About 10 per cent of users will be high earners, 5

per cent blue collar workers, 30

per cent corporate staff and 15

per cent business executives. The

remaining 40 per cent will be sold

in the mass market.

Raymond Snoddy on the birth of the BSkyB, Bertelsmann and Canal Plus alliance

The making of a digital deal he new BSkyB, Bertels-mann and Canal Plus alliance is planning more than 100 channels of digital satel-



Meeting of the top minds: (from left) Pierre Lescure of Canal Plus; Rupert Murdoch of News Corp; Michael Dornemann of Bertlesmann Music Group, Pierre Dauzier, chairman of Havas; Sam Chisholm of BSkyB; and Rolf Schmidt-Holt, president of TV Film Europe, UFA

release a second statement making clear that the deal required the approval of all Première's shareholders, including Kirch. BSkyB was legally required to release the details because it is quoted in London and New York. They say Mr Rupert Murdoch, chairman of News Corporation, the main shareholder of BSkyB, called his partners the next day to explain the legal requirement.

The origins of the deal which could shape the media map of Europe go pay-TV service, and BSkyB plans to buy 25 per cent of Première for back to July 1993 when Mr Mur- Group, about the future. Mr Dorthe Hong Kong-based satellite group. The deal impressed Mr Michael Dornemann, then Bertelsmann's TV strategy head, who was worried over its lossmaking German channel Vox

Elise: the latest from Lotus

confusion over the precise owner-

ship of Lotus. Following the

bankruptcy declaration Mr

Artioli's lawyers appear to have sought to ensure Lotus's separa-

tion from Bugatti and a Luxem-

bourg-based holding company

which was also believed to con-

the UK and which says net earn-

ings rose to £5.8m (\$8.9m) last year from £3.6m, insisted that it had no knowledge of any agree-

ment with Daewoo, although it

has acknowledged talks have

been going on with potential investors. Mr Artioli was unavail-

There have reports from Aus-

tria that Daewoo might be considering withdrawing from nego-tiations with Steyr-Daimler-Puch,

the struggling engineering and

weapons group with whom it has

signed a letter of intent to take a

able for comment.

Lotus, which employs 1,000 in

trol Lotus.

Sachs to sell Vox came to nothing, Mr John Thornton of Goldman brought together Mr Murdoch and Bertelsmann. The News Corp chairman took a 49.9 per cent stake in Vox in return for trying to turn it around. Canal Plus soon joined the shareholders in Vox and it is now believed to have broken even. But although the three groups got on well, the relationship had not led further.

At a lunch in Munich on January 25 Mr Thornton speculated with Mr Dornemann, now chairman of Bertelsmann Music nn said any deal respect existing relationships: Bertelsmann's and Canal Plus's 37.5 per cent stake each in Première ; his friendship with Mr Pierre Lescure, Canal Plus chairman; and the stake in RTL, the After attempts by Goldman : German channel, with CLT, the

However, Lotus is now consid-

ered a more attractive takeover

candidate for Daewoo because of

its advanced engineering busi-

ness, which accounts for an esti-

mated 60 per cent of its turnover

Daewoo said the talks with Steyr were continuing. A request

by Mr Kim Woo-chong, Daewoo

chairman, that these talks be

extended to the end of March has

led to speculation that Daewoo might be waiting to determine

whether it can conclude a deal

Daewoo's interest in both

Lotus and Steyr reflects its need

to acquire automotive technology

and components as it prepares to

develop new models of cars and trucks to be manufactured at

recently acquired plants in east-

ern Europe. Daewoo's range of

vehicles is largely based on out-

moded technology acquired from

General Motors, its former joint

venture partner, in the 1980s.

with Lotus by then.

Luxembourg-based broadcaster. Mr Dornemann proposed an alliance between Bertelsmann and Murdoch to launch digital satellite TV in Germany. Mr Thornton took the idea to Murdoch, who was intrigued.

On February 13, Mr Murdoch, Mr Dornemann and Mr Sam Chisbolm, chief of BSkvB, met at BSkyB's headquarters. Mr Dornemann insisted Bertelsmann wanted to use the Seca decoder being developed by a German grouping. BSkyB agreed.

The advantages the potential partners could bring to the deal capacity, Fox programming from the US and Bertelsmann's pay-TV football rights in Germany, held through its company UFA. The outline deal was thrashed out in Mr Murdoch's

don's Ritz Hotel on March 2, attended by Mr Murdoch, Mr Dornemann and Bertelsmann executives. Mr Lescure of Canal Plus became involved in a meeting at BSkyB last Monday. He had probably been kept in touch with the talks and was ready to move quickly when invited to join the consortium, in which BSkyB, Bertelsmann and Canal Plus each have 30 per cent, and Havas, the French media group, took the

and confirmed at a lunch at Lon-

remaining 10 per cent. Whether there will be two "platforms" for pay-TV in Ger-many or one, and precisely what can be shown will depend on what accommodation can be reached with Mr Leo Kirch, who holds a big proportion of film rights for the German market. Editorial Comment, Page 23;

Dutch to complete **DSM** sell-off

By Ronald van de Krol

The Dutch government is to complete its phased privatisation of DSM, the Netherlands' secondlargest chemicals company, by selling off its remaining 11 per cent stake in the group later this month. The 3.97m shares would be worth Fl 604.6m (\$364.2m) at yesterday's share price.

In line with the rest of the Amsterdam stock market, DSM's shares fell yesterday following Wall Street's decline on Friday. However, they have risen strongly since February 21 when the government announced a separate plan to sell 7.34m shares, or 20 per cent of the company's share capital.

At the time, the government said the remaining 11 per cent holding would be sold "in due course". This was widely interpreted to mean later in 1996: the decision to divest the state's last DSM shares came as a surprise.

The latest transaction differs fundamentally from the one announced in February because the earlier sale called for the conversion of 7.34m DSM ordinary shares held by the state into cumulative preference shares. The cum-prefs will be placed with four to five large Dutch institutional investors.

The February move boosted DSM's shares because it held out the prospect of a reduction in the number of ordinary shares outstanding, leading to predictions of higher earnings per share for ordinary shareholders.

ABN Amro Boare Govett, lead manager of both transactions, said in a research report: "The conversion into cumulative preference shares will lead to a substantial increase in earnings per share and a lower cost of capital." Holders of the cum-prefs will receive a dividend linked to Dutch long-term interest rates.

The 11 per cent stake will be sold to retail and institutional investors, who will receive dividends paid out of DSM's profits. Book-building began yesterday and is due to run until Friday, but ABN Amro and the Dutch state said they reserved the right to close the offer earlier. The share price will be fixed "as quickly as possible" after bookbuilding is completed.

In 1989, the state sold a com bined 69 per cent stake in DSM through two public offerings. The two DSM tranches set records for the Amsterdam Stock Exchange, which were broken in 1994 When the state began its phased sale of shares in Koninklijke PTT Nederland (KPN), the country's telecommunications and postal company.

The government's holding in DSM is a legacy of the group's origins as the state coal mining company. When the country's coal industry was closed in the 1960s following the discovery of natural gas in the province of Groningen, DSM became active in plastics, bulk chemicals and speciality chemicals.

Lafarge rises 6% despite slowdown in main markets

By Andrew Jack in Paris

Lafarge, the French construction materials group, yesterday reported net income for 1995 up 6 per cent to FF72.35bn (\$462m), in spite of a slowdown in business from its more developed

Sales rose 1 per cent to

FFr33.2hn, reflecting a 5 per cent increase at constant exchange rates, of which 3 percentage points came from acquisitions. Lafarge said there was a slowdown in the US and Germany. and a number of markets were in decline, including France,

Canada and Austria, particularly

during the second half of the The group said these problems were offset by growth in developing countries, prices which held firm, and rising demand in

It also reported exceptional items of FFr397m, compared with FFr296m in 1994, reflecting the disposal of National Gypsum of the US and Loruns in Austria, as well as provisions, notably within its French and Austrian

Europe for gypsum and some spe-

operations Lafarge said the outlook for

1996 looked more positive, with growth in western Europe expected during the second half, strong business in the US, recovery in Canada and maintained growth in the developing world

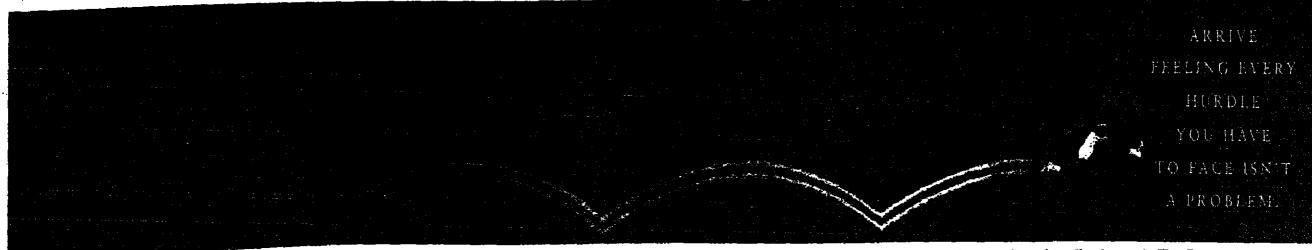
markets. Cement, of which Lafarge is the world's second largest producer, made up 45 per cent of sales, with a further 27 per cent from concrete and aggregates, 17 per cent from speciality materials and 10 per cent from gypsum.

Operating income for cement grew 3 per cent to FFr3.4bn, gyp-sum by 7 per cent to FFr324m and speciality materials 6 per cent to FFr311m. However, concrete and aggre-

gates fell 35 per cent to FFr162m. France accounted for 36 per cent of sales, with 28 per cent from other European countries, 23 per cent from North America, 7 per cent from Asia Pacific and Africa, and 6 per cent from Latin America and the Caribbean.

Net debt rose to FFr2.9bn last year compared with FFr2bn, but net interest expenses fell from FFr645m to FFr652m. The number of employees rose

to 34,750, up from 33,233 in 1994. The directors recommended a dividend of FFr10, up 10 per cent. | Lex. Page 22



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INTERNATIONAL COMPANIES AND FINANCE

EUROPEAN NEWS DIGEST

BolsWessanen falls in line with forecast

BolsWessagen, the Dutch food and beverages group, said net profits before extraordinary items fell 20.2 per cent to FI 202.9m (\$122.1m) in 1995, in line with a forecast made in July. The dividend is to be left unchanged at Fl 1.28 a share.

The decline was the result of a combination of factors. including higher interest charges, the guilder's strength and the absence of earnings from the sales of trademark rights. Operating results were also hurt by lower cheese sales in Italy and the cost of launching the group's new cheese brand Landana in Germany and the Netherlands. In the US, faltering sales of frozen yoghurt caused a drop in operating profit in the

Overall, group operating profit fell 12.5 per cent to Fi 288.6m. Turnover fell from Fi 4.94bn to Fl 4.63bn but would have risen marginally to Fl 4.96bn if foreign exchange rates had been changed.

Ronald van de Krol. Amstero Ronald van de Krol, Amsterdam

Navigation stake 'not for sale'

Consortium de Réalisation, the holding vehicle for assets being sold off by Credit Lyonnais, the French state-owned bank, said yesterday it did not plan to sell its stake in Navigation Mixte, the holding company. The decision will complicate the takeover bid launched for Navigation Mixte this month by Paribas, the French financial institution, which has increased its stake from 30 per cent to more than 50 per cent and launched a bid for the remaining shares at FFr800

Mr Michel Rouger, head of the Consortium, told Agence France Presse last night he would not sell the shares to Paribas because he said, as a general rule, CDR would "not

sell its assets at whatever price, anyhow and at any moment". Mr Rouger is responsible for a 15 per cent stake in Navigation Mixte originally acquired by Credit Lyonnais. If he continues in his stance, it will be harder for Paribas to take control of the group and restructure it or to sell off its assets.

Hungarian hotel tenders invited Sheraton, Holiday Inn, Forte and Intercontinental are among the international hotel chains that have been invited to tender

for a 95 per cent stake in the Budapest Forum, one of the last top-class state-owned Hungarian hotels to come up for APV, the state privatisation agency, said yesterday it had

invited 15 hotel groups and financial investors including CS First Boston, J.P. Morgan and Schroders to enter bids by late April. Financial investors may only bid as part of consortia with strategic partners. The Forum, which is managed by Intercontinental, was

formerly the flagship hotel in the HungarHotel chain which came close to privatisation last year. The hotel, on the banks of the River Danube, was subsequently hived off in the belief it would fetch more if sold separately. It had a 60 per cent occupancy rate last year and made a pre-tax profit of Ft700m-Ft800m (\$4.9m-\$5.6m) on revenues of about Ft2.1bn, APV said. Virginia Marsh, Budapest

Henkel makes offers in India

Henkel, the German consumer goods and chemicals company, has made an offer to buy out two companies controlled by Shaw Wallace - Calcutta Chemical Company and Detergents India. Shaw Wallace, controlled by the Dubai-based Jumbo group, is India's second largest liquor manufacturer. It also makes and markets consumer products, through Calcutta Chemicals and Detergents India.

Standard Chartered Bank, manager of the sale offer, said Henkel made its offer through its Indian associate SPIC Fine Chemicals. It said SPIC Fine proposed "to acquire 649,224 equity shares of Rp10 each, representing about 81.15 per cent of the voting capital of Calcutta Chemical". Reuter, New Delhi

Swiss Re eyes Asian markets

Swiss Re, the world's second biggest reinsurer, said yesterday it would invest heavily to increase its presence in Asia's booming insurance markets.

Mr Hermann Hefti, head of the Zurich-based group's Asia-Pacific department, said it aimed to derive 25 per cent of its gross premium income from Asia by 2000, compared with 10.4 per cent in 1994. Swiss Re had total assets of SFr42.5bn (\$35.3bn) at the end of 1994. Mr Hefti said the company could not afford to miss out on the dynamism of Asia, whose

reinsurance industry, excluding Japan, is expected to grow at 8.5 per cent a year until 2005, against a world average of 3.4

Playing the nationalist card

Fears that De Benedetti's controlling stake in Valeo could be sold to a foreign buyer have prompted French carmakers to close ranks

group, now seems to be "in play". Rumours that Mr Carlo De Benedetti wants, or needs, to sell his controlling 27.7 per cent stake - held by Cerus, his French holding company - to finance other inter-

ests are being taken seriously. The Italian industrialist last week denied that he had made any decision to sell his Valeo shares, but confirmed he had asked his bankers to carry out a strategic review of his assets. The fear that Mr De Benedetti has a Valeo sale in mind led Renault and Peugeot to put on a rare show of unity at last week's Geneva Motor Show. They warned that if Valeo

Taleo, the French autowere to fall into the hands of a motive components rival car manufacturer or of a that if Mr De Benedetti were to foreign component supplier, they might take their business elsewhere.

In characteristically blunt fashion, Mr Jacques Calvet, the Peugeot president, said: "I will do everything to ensure that Valeo stays French," and warned if be did not like whoever might buy the Cerus stake. "I would progressively halt my purchases from Valeo"

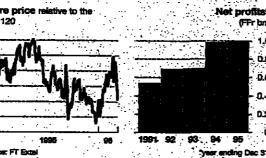
Mr Louis Schweitzer, the Renault president, issued the same warning in more veiled language. Their two groups still account for 30 per cent of Valeo's sales - more if spare parts are included

\$3.41bn

COMPANY PROFILE: Valeo

Historic P/E 17.16 1.6% Earnings per share FFr 13.6

Market capitalisation



put his shares, currently worth about FFr6bn (\$1.2bn), on the stock market or sell them to institutional investors, the group would preserve its prized independence from car manufacturers or other component makers. But Mr De Bene-

directly involved in the industry are probably ready to pay. The prospect of a large chunk of Valeo coming up for sale represents a once-in-a-lifetime opportunity, particularly for non-European companies. stake in Valeo. to get a substantial slice of a

European market. Valeo has come a long way since 1986 when Mr De Bene-detti bought into the group which was then losing FFr400m a year. He installed Mr Noel Goutard as its chairman and chief executive at the start of 1987. Sales have since increased from FFr10bn to FFr25bn last year, when Valeo recorded a FFr1bn net profit. Tenth in the world in 1994,

detti is likely to want to get

the premium that only those

Valeo has become the world leader in clutches and engine cooling systems, and European leader in car lights and signalling, air conditioning and lock-Refusing to comment on the

possibility of a Cerus sale, Mr Goutard has only praise for Mr De Benedetti's past role. "He has been a determined shareholder, and thanks to the stability of his shareholding, Valeo has been able to pursue its international and technological strategy." Last year the French group made 63 per cent of its sales abroad, and over the past decade it has raised industrial investment and R&D

The dilemma for Valeo is spending by 400 and 300 per cent, respectively.

But in an interview this week, Mr Goutard said the fears of Mr Calvet and Mr Schweitzer were natural because "the strength of a car manufacturer is in large part determined by his pool of suppliers", who provide in value terms 60 to 75 per cent of what goes into vehicles.

Some of Valeo's other European clients have expressed the same worry about the possibility of a component maker, linked to another car manufacturer, taking a significant

US component companies, including Rockwell, Allied-Signal and TRW, as well as Delphi Automotive Systems (owned by General Motors). have been moving into the European market. These companies are carry-

ing out "the restructuring in Europe that is taking place among the component makers". Mr Goutard said. To some extent, the Valeo president added, European carmakers have wished this development upon themselves, because they want a smaller number of bigger suppliers to provide them with complete systems or sub-systems. But they also have "a worry about being dependent on suppliers whose centres of decision lie outside Kurmpe".

Valeo has played its part in this restructuring, spending between FFr200m and FFr500m a year on acquisitions, and Mr Goutard evidently wants to pendent. Valeo claims its credibility lies in its independence, giving its clients confidence that the confidentiality of their projects, which can take four

Carlo De Benedetti: united Peageot and Renault in fear of a sale

or five years to develop, will be the Cerus stake themselves.

respected. Clearly, a sale to a company like Delphi would be the least acceptable to Valeo's two main French clients, who would have more power than the shape the outcome.

There is a measure of bluff in the Renault-Peugeot threat to switch purchasing, which could not be done totally or quickly. But the two French companies are in a position to influence the choice of any buyer for the Cerus shares.

sale to Bosch, the A European market leader, is probably not feasible because the European Commission might block such move on antitrust grounds. while Siemens, with which Valeo has a joint venture in air conditioning, seems keen to keep its money for telecommunications investments.

In theory, Renault and Peugeot could provide their own "French solution" by splitting

Renault, however, last week said it did not have the spare money to contemplate buying even 14 per cent of Valeo, or half the Cerus stake.

Nor does the French government, which still owns 54 per cent of Renault, appear moved to play any nationalist card over Valeo. As for Peugeot, it already has its own component-making subsidiary, ECIA, and buying into Valeo would provoke a conflict of interest that even Mr Calvet might find difficult to resolve.

But one Paris analyst suggested the French car coinpanies might still work behind the scenes to encourage smaller French and European component-makers, like Sagem in France or Lucas in the UK. to mount some joint purchase. At all events, it seems likely that the warning shot of Renault and Peugeot will not be their last in the gathering battle over Valeo.

David Buchan

Millicom tumbles to losses of \$29.9m at full-year stage

By Alan Cane

Millicom International Cellular, a Luxembourg-based cellular phone operator, saw losses of \$10.4m at the halfway stage in 1995 rise to \$29.9m for the full year.

The loss per share was \$0.63 compared with earnings of \$0.23 last year when the disposal of an investment

raised \$26.1m. Excluding post-tax pany's Latin American operations. gains, net losses widened from \$15.7m in 1994 to \$31.6m in 1995.

Revenues, however, were 61 per cent ahead at \$131.38m compared with \$81.37m in 1994. Cellular operating profits before depreciation and amortisation rose 63 per cent to \$39.27m compared with \$24.1m because of improved contributions from the com-

The company's continuing losses are chiefly the result of heavy investment to meet demand for cellular services, especially in Asia and Latin

America. The company noted: "The increased loss reflects the significant investment undertaken in network development worldwide and the correspond-

ing increase in interest expense. The number of subscribers worldwide rose 111 per cent to 251,277; net new subscribers in the last quarter of 1995 were a record 42,470. The three largest contributors to the cellular operating profit were operations in Paraguay, Guatemala and El Salvador. • Belgian Kredietbank is poised to reveal plans for its units HSA and

Spaarkrediet, the bank said vesterday. Reuter reports from Brussels. It declined to comment on a report in Belgian newspaper Gazet van Antwer-pen that it plans to merge the two regional savings banks. In the last 18 months, Kredietbank

has raised its stake in HSA to almost 100 per cent from 75 per cent, and acquired Spaarkrediet:

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January 1996



FF 900,000,000

Barclays Bank PLC (France) has sold a portfolio of 200 real estate loan receivables to an investment consortium comprising:

Lehman Brothers

Cargill Financial Markets Plc

LaSalle Partners

The undersigned initiated this transaction and acted as exclusive financial advisor to Barclays Bank PLC (France) in structuring the first portfolio sale of real estate loan receivables in France.

Bankers Trust Company

Regulated by the SFA.

This announcement appears as a matter of record only

February 1996



FF 745,000,000

Crédisuez, the real estate holding company of Groupe Suez, has sold a portfolio of real estate and performing and non-performing real estate loans to

W.S.V. France S.A.

a consortium comprising: Whitehall V-S Real Estate Limited Partnership Shaftesbury International Holdings S.A. Vines Management Limited

The undersigned initiated this transaction and acted as exclusive financial advisor to Crédisuez.

Bankers Trust Company

Regulated by the SFA.

NOTICE IS HEREBY GIVEN OF THE **ANNUAL GENERAL MEETING**

to be held at the office of Johns Boer Bank and Trust Company Ltd., Kirk House, Grand Cayman, Cayman Islands, on the 1st day of April, 1996 at 19 a. m.

2. To ratify the ects of Dire 3. To approve the appointment of Price Waterhouse as Andhors and authorize the Directors to fix the Aud

By order of the Board LIQUIBAER Julius Baer U.S. Dollar Fund Limited, P.O. Box 1100, Grand Cayman, Cayman Islands.

A shareholder holding registered share is entitled to attend, vote and appoint one or more provies to attend and vote instead of him. A proxy need not be a distribution of the consensus.

entitled to attend and vote, Exercise o these rights in respect of bearer shares will be recognized only on present the

Bank Julius Baer & Co. Ltd.



DOMUS MORTGAGE FINANCE NO 1 plc £100,000,000

due 2014 In accordance with the conditions of the Notes, notice is hereby

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SECRETARY AND REGISTRAR Julius Baer Benk and Trusz Comp. Ltd Kirk House, P.O. Box 1100 Grand Cayman, Cayman, <u>Isl</u>i

once between the Company and any of its Directors and none are proposed.

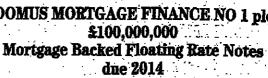
and Company are available in the Extel Statistical Service.

12th March 3995 Participating shares are listed on the London Stock Exchange and particu

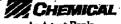
Such evidence may be obtained by depositing the certificate with the / listed below against written receipt which must be produced at the Mer Copies of the Annual Report including spection and may be obtained at the

AGENT:





given, that for the three month period 8 March 1996 to 10 June 1996 the Notes will carry a rate of interest of 6.475 per cent per annum with a coupon amount of \$1662.98.



As Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

Fight to the finish in German digital television

Kirch's lead over Bertelsmann in the race to the marketplace may be short-lived, writes Judy Dempsey

irch and Bertelsmann, Germany's two largest media groups, last week ended months of speculation when they said they Germany's two largest would compete against each other to develop digital television. Both will offer the consumer separate "d-boxes", the set-top box for decoding signals that allows the viewer access to a wide variety of pay-perview services, from entertain-ment and home banking to online facilities and video-on-

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David Buchan

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the Contraction

The race into the marketplace has started.

The Munich-based Kirch may have a head start on its northern rivals, but this is no guarantee of first place. Much will depend on the kind of challenge posed to Kirch's dominance in providing content by the alliance formed last week between Mr Rupert Murdoch's News Corporation, Bertelsmann, led by chief executive Mr Mark Wössner, and Canal Plus, the French com-

mercial television network Much will also depend on what happens to Premiere, Germany's only pay-TV network, which is jointly owned by Bertelsmann, Kirch and Canal Plus. Its 1m subscribers would make a welcome bonus for whoever managed to be the first to launch

digital television in Germany, Despite these unresolved issues, Kirch's technical division, BetaTechnik, is putting the finishing touches to its d-box, intending to start trials in the spring and launch digi-tal television on September 1.

The distribution and marketing strategy is already in place. BataTechnik will supply the d-box to Vebacom, the telecom-munications division of Veba. the German industrial conglomerate, and the Metro Group, one of the country's largest retailers.

Last week, Vebacom and Metro agreed to form a joint venture company to provide all the services needed by audiences receive digital television programmes. These include the process of billing, collection and subscription management and the sale of d-boxes.

The new company is a coup for Kirch: Vebacom had earlier agreed in principle to join the Multi-Media Betriebsgesell-schaft (MMBG), the rival digital television consortium headed by Bertelsmann and

But Vebacom says it switched sides because "MMBG was progressing too slowly compared with Kirch. It was like a debating club. The technical end of things had not been set up." Another reason



Head to head: the groups led by Mark Wössner (left) and Leo Kirch face a tug-of-war over Premiere

for Vebacom's break with MMBG was that it wanted the chance to carve out a bigger share in the telecoms and television market when Deutsche Telekom is privatised.

Having Metro on board is also a big advantage for Kirch. It has deep pockets. Mr Otto Beisheim, the founder of Metro, which last year had sales of DM74.5bn (\$50.2bn), is a personal friend of Mr Leo Kirch. With a vast network, and variety, of retail outlets throughout Germany, Metro is well placed to distribute the d-box. And with Vebacom, it

will be able to provide the consumer with packages ranging from personal computers and modems to mobile telephones.

"With this joint venture, you see a kind of convergence taking place between telecommunications, retailing and the content providers," says Mr Gottfried Zmeck, a senior Kirch manager.

irch, which has one of Europe's largest film libraries, will be the main content provider, but Vebacom insists the new company's services will be avail-

able to all content providers. "It is guaranteed by the compa-ny's shareholding structure. It

viders," says Vebacom. Kirch officials are just as insistent - despite claims to be contrary by MMBG - that the BetaTechnik d-box will not be limited to one single conditional access system.

is independent of content pro-

"It will be an open system," explains Vebacom. "The decoder will be able to work with various conditional access systems via an interface giving the viewer the chance to choose freely from a wide variety of programmes and news services, and the d-box will be distributed via satellite and

MMBG, meanwhile, is shrugging off Vebacom's "defection". We are ready to launch our system in the autumn," says Mr Nikolaus Formanek, spokesman for Ufa, the film and television division of Bertelsmann. MMBG will use a decoding box developed by Seca, the French-based technical company jointly owned by Bertelsmann and Canal Plus.

Whichever group wins the race to launch digital TV, the key to its success will rest with

So far, Premiere remains a tug of war between Bertelsmann and Kirch because of the conflict of interests in the channel's shareholding structure. Meanwhile, News Corporation still has its eve on a stake in Premiere as part of its own plans to launch its Europe-wide digital TV

"Everything is no for grabs." says one analyst. "Kirch and Bertelsmann will fight it out to the end to win market share, to control Premiere and to be the best in providing content. it will be a bitter contest. The market may not allow both to survive. It may force them to

network.

Croatian drugs group sets price for equity issue

By Gavin Gray in Zagreb

The international equity issue for Pliva, the Croatian pharmaceuticals group, was priced yesterday at a range of K4,150 to K5,100 a share, valuing the company at between \$415m and \$510m.

The deal, the first international equity offering by a Croatian company, opens today in London with the launch of a roadshow for Europe and the US. The domestic offering will open next week.

Global co-ordinators for the sale are Union Bank of Switzerland - its first big east European corporate finance transaction - and Zagrebacka Banka, a Croatian bank.

Half the stock will be sold internationally in the form of Global Depositary Receipts, with 50 GDRs representing one share. At current exchange rates, the GDRs will be priced at the equivalent of \$15.22 to \$18.70. Final pricing will be set on March 28.

Pliva is best-known for its discovery of the antibiotic azithromycin, which it licensed to US group Pfizer in 1986 for sale in the US and western

Europe, where it is known as Zithromax. Pliva uses the name Sunamed for sales in eastern Europe and the former Soviet Union. Worldwide sales of the drug nearly doubled last year, to \$400m.

UBS is sponsoring an application by Pliva for a primary share listing on the London Stock Exchange, which would be the first by an industrial company from eastern Europe. Pliva will also list its GDRs

in London and seek a quotation on the Zagreb stock exchange. The shares are expected to start trading by April 11. The offering will raise between K622m and K765m for

the government, which is selling 30.8 per cent of the company. Its stake will be further diluted to 46 per cent in a targeted capital increase that will bring in the European Bank for Reconstruction and Development as an 11 per cent shareholder.

The Croatian government, the EBRD and Zagrebacka. which is subscribing to onethird of the offering, have undertaken not to sell additional stock for two years.

Sicilcassa staff stage stoppage

By Robert Graham in Rome

Employees of Sicilcassa, Sicily's second largest banking institution, staged a 24-hour stoppage vesterday, pressing tor guarantees for the savings bank to be quickly refloated following last week's interven-tion by the Bank of Italy.

The central bank was obliged to dismiss the board and appoint a special administrator following the discovery of losses believed to be close to L1,200bn (\$768m) plus a portfolio of loans at risk of at least L4,500bn. Against this Sicilcassa has capital of L900hn.

This is one of the biggest interventions by the Bank of Italy in recent years. Last year Mr Giovanni Ferraro, Sicilsa chairman, was arrested businesses with alleged Mafia

publicly-controlled financial institutions in southern Italy. These have been traditionally run on political and social criteria rather than strict banking rules. As a result they have been hit by a combination of the recession, high overheads

Italy and now owned by a foundation, revealed a L1,560bn on charges of alleged improper banking. An important part of the bad loans were extended to inspection. The bank is shortly first-half loss in 1995 following expected to announced its full 1995 results with reports that

highlights the problems of the L2,500bn.

ANNUAL GENERAL MEETING OF SHAREHOLDERS Tuesday, 19th March 1996

Shareholders of Merita Ltd are bereby invited to the Annual General Meeting, which will be held on Tuesday. 19th March 1996 at 3.00 pm in Conference Room A of the nki Pair Centre, Ramatieläisenkatu 3. Helsinki, Finland Agenda:

Furthermore, the Board of Detection which the distribution of Convertible bonds and/or bonds with equity warrants on such terms and conditions of issue or exercise as the Board sees fit so that the resultant maximum increase in the company's share capital; is FIM 300 million. The overall increase in the company's stare capital on the basis of the aforesaid authorisations would be FIM 300 million.

runand critatio entrance and control ders on request. Copies can be requested from the telephone numbers stated below.

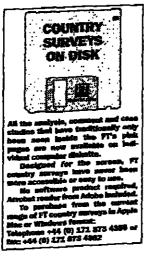
Pursuant to S3a;11 of the Finnish Companies Act, shareholders wishing to amend

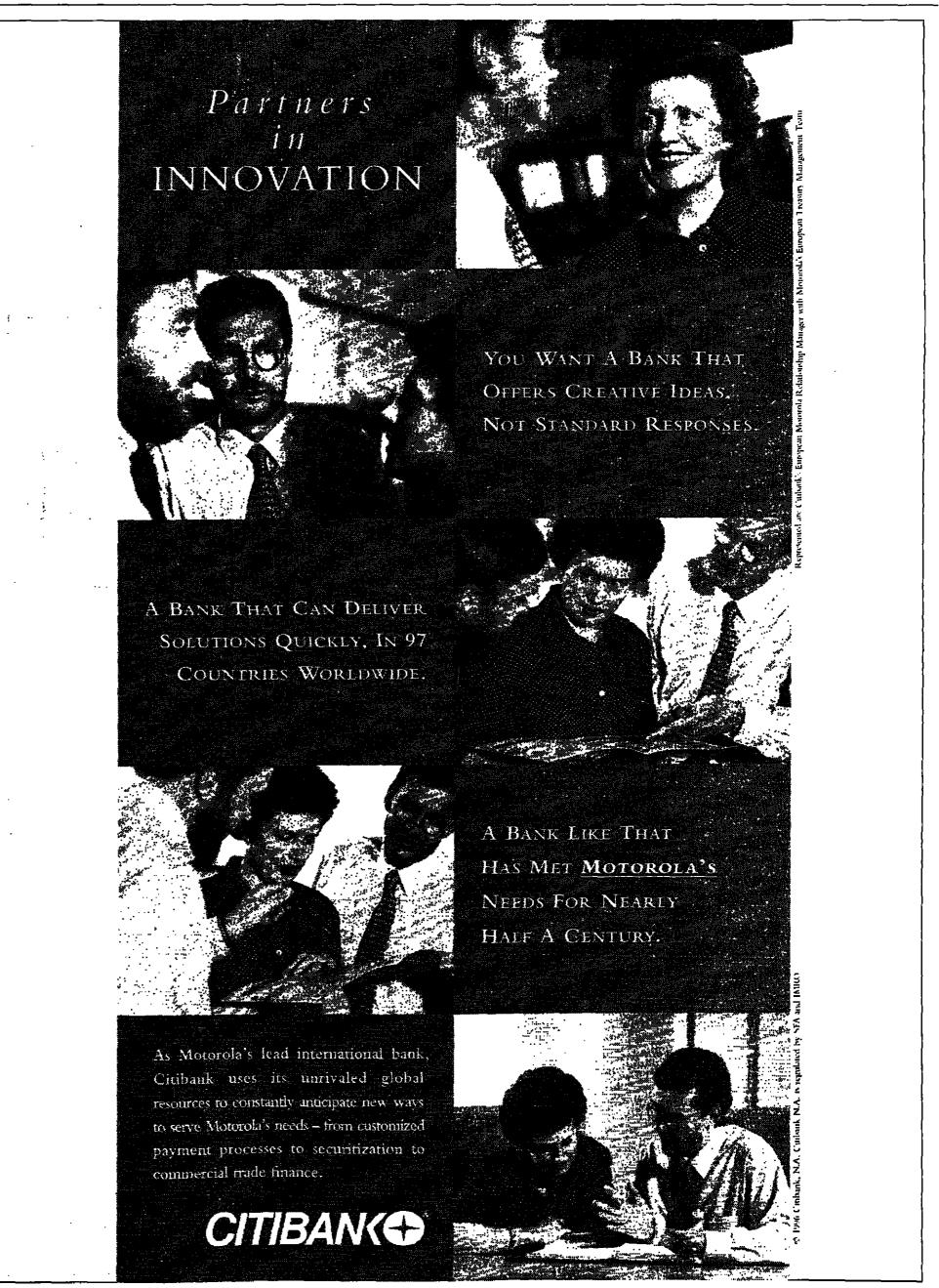
BOARD OF DIRECTORS

Investment Bank Italian Lira 200 Billion **Floating Rate Notes** due March 1998 Notice to the Holders

Notice is hereby given that the Notes will carry an interest rate of 9.3125% per enturn for the period 07.03.1996 to 09.09.1996.

 ITL 240,573 per П. 5,000,000 nominal • Л. 2,405,729 per ITL 50,000,000 naminal Luxernbourg, March 12, 1996





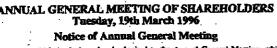


and the collapse of the old political system which was frequently linked to organised crime. Banco di Sicilia, the main Sicilian bank owned by the Sicilian region and the treasury, found itself in a situation

not dissimilar to that of Sicilcassa two years ago and is undergoing painful restructur-Banco di Napoli, the most important bank in southern

The central bank's move also the losses could reach





The proposal of the Board of Directors that the Board be authorised to mise the share capital and issue convertible bonds and/or bonds with equity warranta disapplying shareholders' pre-empire right to subscription.

Pustants to the proposal, the Board of Directors would be authorised for a period of one year from the Amual General Meeting on 19th March 1996 to decide on an

increase in the share capital through a new issue in one or several transhes comprising a maximum number of 30 million new A- and/or B-shares, each in the nominal value of FIM 10, on such terms and conditions of subscription as the Board.

It is further proposed that when deciding on a new share issue and/or an issue of convertible bonds and/or bonds with equity warrants, the Board be entitled to

convertible bonds and/or bonds with equity warrants, the Board be entitled to disapply shareholders' pre-emptive right to subscription if this is in the company's intense for weighty financial reasons.

Copies of documents relating to the financial statements and the proposals of the Board of Directors will be available for inspection by shareholders from Friday, 8th March 1996 at the company's head office, Aleksanterinkstu 30, Helsinki, Finland finain entrance, potter's desk.). From the same date, copies of said temperate will also be seen to charabolders on request. Copies can be occasional.

Pursuant to \$3a:11 of the Finnish Companies Act, shareholders watning to attend the General Meeting must be recorded in the company's shareholder regimer at the latest on Friday, 8th March 1996. Also emitted to attend will be shareholders who have the right to participate in a General Meeting of Shareholders pursuant to \$3a:4.2 of the Companier Act. Those attending by virtue of the latest provision will be required to present their share conflicates or other evidence that ownership of the shares has not been registered in a book entry account.

the shares has not been registered in a book entry account.

In order to amend the General Meeting, shareholders are requested to register with
the company no later than 4.15 pm on Friday. 15th March 1996, Registrations may
be sent by post to Merita Ltd. 2599 Securities Services, PO Box 84, 00101
Helsinki, Finland, or by telephone: +3580 1654 0631, +3580 1654 0632 or +3580
1654 0633, from Monday to Friday 9.15 am - 4.15 pm. Finniah time. Written 1
1654 0633, from Monday to Friday 9.15 am - 4.15 pm. Finniah time. Written 1
1654 0631 of the registration period.
Proxies of shareholders wishing to exercise their right to vote at the General
Meeting should be posted to the above address within the registration period.

1614 Pebruary 1996





Microsoft, Intel to develop Internet conferencing

By Louise Kehoe in San Francisco

Microsoft and Intel are jointly developing technology which they say will make video, voice and data conferencing via the Internet as commonplace as a telephone call.

The world's largest software and semiconductor suppliers said the technology would be available later this year and be based on established communications standards.

Among the companies sup-

Netscape Communications, the leading supplier of Internet browser software, which earlier announced plans to incorporate its own video, data and audio conferencing software in a future version of the Netscape Navigator program.

Enhancing communications via the Internet could be a significant challenge to telecommunications companies, analysts said. For the cost of a local telephone call, Internet users will be able to hold voice or video conferences in most porting the development is parts of the world.

The developments "will fundamentally change the model of communication on the Internet", said Mr Frank Gill, Intel senior vice-president. "Businesses will reach consumers with both information and personal services. Families, interest groups and friends will use...video telephones to

communicate." The news was one of several Internet-related announcements from Microsoft and Netscape yesterday, as the two race to establish leadership in the rapidly growing market for Internet software. Microsoft also launched an add-on program for Windows 95 designed to simplify the use of ISDN telephone lines, which reduce the time it takes to download graphics from the internet and will be

an essential element of new

communications features. Separately. Microsoft announced an agreement with DirecTV, a satellite broadcasting service owned by Hughes Electronics, to enable PCs to receive digital video programming. DirecTV subscribers

with suitably-equipped PCs will be able to access new data services as well as television broadcasts. These will include selected Internet content, multimedia magazines and other data subscription services.

Netscape also announced marketing agreements with America Online and Compu-Serve, the two leading online information services. Subscribers to these services - cur-rently about 10m - will in future be offered use of Netscape's Internet browser soft-

Netscape is attempting to forge similar arrangements with all leading online services and Internet access providers. Microsoft, however, is doing the same and the Netscape agreements with AOL and

CompuServe are non-exclusive. meanwhile. AT&T, announced an agreement with America Online to provide new subscribers to its WorldNet Internet service with access to the online information service. AT&T is also in talks with CompuServe about a similar

Recovering its faded image as the bulldog breed

After a decade of decline Mack trucks are back on the road to prominence, reports Haig Simonian

vocabulary as a description for robustness and reliability.
Since being dubbed the "Bulldog" by allied troops in Flanders during the first world

war, the image stuck through America's boom years, when Mack tippers could be found at every big building site from the Boulder Dam to the New York subway system.

Mack's legendary solidity took a nosedive in the 1980s. when the company suffered a war of attrition between its unions and management. That damaged profits and stifled investment. By 1979, Renault, the French car and truck group, had taken 10 per cent of the group and seemed its only

hope for salvation. It is a measure of the poor timing of Renault's investment that all its subsequent share purchases grew progressively trol in 1990. At one stage, observers wondered whether Mack's French saviour, struggling to improve profits in Europe, might not end up delivering the coup de grace. Contrary to expectations,

Renault stuck the course, and

The phrase "built like a Mack, if not a roaring success, Mack Truck" has is no longer a basket case, entered the American Buoyed by the recovery in the US truck market - especially in the heavy Class 8 vehicles of more than 15 tonnes in which it specialises - it lifted sales 7.4 per cent in 1995.

The company also regained some of the market share it lost during its worst years. Mr

> Mack, if not a roaring success, is no longer a basket case

Pierre Jocou, the chief executive brought in from Renault in March 1995, accepts the company will never regain its peak sales of 1979, when almost one Class S truck in five sold in the US was a Mack. However, last vear's respectable 12 per cent market share represented an improvement from 10.1 per cent in 1992.

Mack's earnings are harder to judge, as its figures are buried in Renault's group results.

All of these securities having been sold, this announcement appears as a matter of record only

4,358,182 Shares

Baan Company N.V.

Common Shares

(par value NLG .02 per share)

1,075,000 Shares

This portion of the offenno was offered outside the United States by the undersioned

UBS Limited

Cowen & Company

However, Mr Jocou says it is trading profitably now after years in the red. Long-overdue rationalisation and cost cutting, combined with US economic recovery, have been

But the task now, says Mr Jocou, is to solidify Mack's ten-tative recovery. He wants to decouple the company, among the smallest - and therefore most vulnerable - US truckmakers, from the notoriously cyclical US heavy truck market. In the past five years, demand has moved from a trough of just 92,000 units in 1991 to a peak of 202,000 last year. The outlook for this year is poor, with forecasts of a 30 per cent plunge in demand.

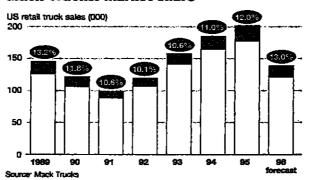
That means Mack will need to reduce its break-even point even further to stay on track to meet Renault profitability targets. The aim, says Mr Jocou. is to remain profitable selling just 14,000 vehicles - compared with a break-even of 20,000 units today.

That is the lowest level to

which production is expected to sink, based on a 12 per cent share of the US Class 8 market and a slump in demand to 120,000 units.

Mack still has a long way to

Mack Trucks: market share



go. Margins have improved, allowing the company to catch up with Navistar, a bigger rival, and roughly to match Volvo. But it is still well behind Freightliner, which is probably the leanest company in the business. Mack's profits before interest and tax reached \$49m in 1994 - but that was one of the best years for the industry as a whole.

Mr Jocou believes the goal can be achieved, thanks to Renault's new-found enthusiasm for its US offshoot. In 1993, when Renault was locked in merger talks with Volvo, Mack was little more than an afterthought in Paris. The focus then was on rationalising European car and truck operations. At some later stage. Renault and Volvo, which also owns a big US truckmaker, would presumably have turned their attention to combining their US activities.

he merger's collapse exposed the relative weaknesses of Renault's commercial vehicles business and prompted the resurgent interest in Mack. Although executives from

both the French and US companies admit the potential for synergies is limited by the very different demands of hauliers on either side of the Atlantic, they see considerable scope for buying some components, such as cylinder blocks and starters, together and for sharing the development of others, such as engines and suspension units.

Mr Jocou's second method to buttress Mack is to expand sales in the big markets for long-distance transportation. now dominated by Navistar and Freightliner, and to reinforce its traditional presence in trucks for construction and waste collection.

The company has already signalled its intentions with the launch of the CH range of ket. Only with the new range can it convince the big leasing and transport groups which

is a serious player, argues Mr

dominate the business that it

growth will be painstaking. To win the confidence of new customers from outside Mack's traditional bastion in the north-eastern US, the company must improve its coverage in the west and the south, where it is under-represented and its market share is below

That means redistributing its dealer network towards the west. More balanced coverage is vital to win the confidence of America's myriad independent

Unlike other US truckmakers, Mack is a vertically integrated operation, building its own engines and gearboxes. In spite of the much greater reliability of such components today, independent truckers are extremely reluctant to buy. vehicles unless a manufacturer has the dense dealer network. seen as essential in case of a breakdown.

Mr Jocou's other way to reduce Mack's dependence on the domestic market is by expanding sales abroad. Mack already has a sizeable operation in Australia, where it ranks second in sales of heavy trucks, and it also assembles vehicles in Venezuela and New Zealand. Mr Jocou would like to

spread the net to Mexico and Brazil, where buoyant long-term demand is forecast. Although the new plants would be joint ventures with local partners, most supplies would come from the US, helping to iron out the swings in the home market. Mr Jocou will not reveal how

the negotiations are going. Some observers are sceptical about his plans, as Mack has talked about Mexico before. However, Mr Jocou says the latest talks are much more serious.

his name raising the quality of Renault's cars in Europe, peo-

AMERICAS NEWS DIQEST

Berkshire Hathaway outperforms index

Mr Warren Buffett's Berkshire Hathaway outperformed the S&P 500 index for its 15th consecutive year in 1995. The insurance and investment group increased its pershare book value by 43.1 per cent to \$14.426 during 1995, compared with a 37.6 per cent return from the S&P 500 index, including

The group's performance during the year was helped by large holdings of stocks such as Coca-Cola and Gillette, which outperformed the market, and of Capital Cities/ABC which received a takeover hid from Walt Disney.

Berkshire Hathaway shares fell \$100 to \$36,900 in early trading yesterday, after a \$900 fall in Friday's market shimp. However, they have risen from \$31,700 since mid-February when Mr Buffett proposed a "do-it-yourself stock split" whichwould allow investors to divide each share into 30 B shares, so reducing the heavy share price. The plan has to be approved by shareholders at the annual meeting in May.

by shareholders at the annual meeting in May.

Earnings from the group's operations, including the
insurance activity, the manufacturing, retailing and
publishing businesses, fell slightly from \$806m to \$600m over
the year. The group realised an investment gain of \$125m after
tax, compared with \$61.1m in 1994, but said this figure had no predictive or analytical value. Investment gains taken in any

year depend on the timing of sales.

That left net earnings up from \$495m in 1994, after a \$178m write down of the group's holding of USAir preferred stock, to \$725m. Earnings per share were lifted from \$420 to \$611.

Total shareholders' equity rose by 45 per cent to \$17.2bn.

During the year the group issued nearly 10,000 shares in connection with two acquisitions, adding 1.3 per cent to the

WR Grace sells water arm

W.R. Grace, the US chemicals and healthcare group, has sold. its Deerborn water treatment subsidiary to a rival US water treatment company, Betz Laboratories, for \$632m. Grace, which has undergone a change of management in the past year, had put the business up for sale as part of a wider corporate restructuring.

Betz, a quoted company based in Pennsylvania, said it expected cost reductions of \$40m to \$50m from the merger, and that earnings should be increased within 18 months as a result. Dearborn has sales of \$400m and Betz about \$800m. Both companies specialise in producing chemicals to treat industrial water. Betz claimed the two were complementary, since it has 72 per cent of its sales in the US, while Dearborn has only 30 per cent. Combined non-US sales would be 45 per cent of the total.

Grace said the proceeds of the sale, together with a payment of \$2.3bn due on the merger of its healthcare business with Fresenius of Germany, would be used to repay debt and buy back up to 20 per cent of its stock. Grace is under particular pressure to perform at present, having fust turned down a bid approach from its smaller rival Hercules.

Betz's shares fell \$1 to \$42% in early trading, valuing the company at \$1.2bn. Grace's shares fell \$% to \$78%. Tony Jackson, New York

CTC poised to announce merger

CTC, Chile's biggest telecoms company, is expected soon to announce the merger of its cellphone business with the cellphone operations of a smaller rival, VTR, jointly owned by the Luksic interests and US telephone company Southwestern

The new joint company would be held 55 per cent by CTC, and 45 per cent by VTR. It would operate all wireless telephony operations for the two partners. Neither company would comment. But Mr Felipe Bosselin.

chief analyst at stockbrokers Larrain Vial. commented that the merger would bring clear benefits for both companies if it helped them avoid over-investment. -- · Total sales for the four companies with cellphone operations

were worth \$250m last year, and there were 200,000 customers throughout Chile. But the government is about to award three licences for personal communications systems, based on digital networks which offer better transmission quality and range.
The PCS licences will be for nationwide coverage, while the

cellphone licences give the concession for either the holds the concession for the capital, while VTR operates in the

All of these securities having been sold, this announcement appears as a matter of record only.

8,712,327 Shares

Santa Fe Energy Resources, Inc.

Common Stock

HSBC Investment Banking

Goldman Sachs International

Morgan Stanley & Co.

Indosuez Capital

ABN AMRO Hoare Govett

3,283,182 Shares

This portion of the offering was offered in the United States by the undersigned

Goldman, Sachs & Co.

Morgan Stanley & Co.

Cowen & Company

UBS Securities LLC

A.G. Edwards & Sons, Inc.

Hambrecht & Quist LLC

PaineWebber Incorporated

Robertson, Stephens & Company LLC

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RAYMOND JAMES & ASSOCIATES, INC.

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SOUTHCOAST CAPITAL

March 1996

RODMAN & RENSHAW, INC.

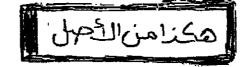
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TEQUIN

OME (EXPENSES)



thaway index

MARCH 12 199

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REMIN & CO. Supplied the Beigner Inc. MAN CAPPAL

Tan moves closer to control of PAL

INTERNATIONAL COMPANIES AND FINANCE

Cathay Pacific beats expectations with 25% rise

Cathay Pacific Airways, the including increases in all three Hong Kong based carrier condivisions - particularly by Swire Pacific, has and catering. exceeded market expectations with net profits of HK\$2.98hn (US\$385.5m) for 1995, a 25 per cent increase on 1994.

Mr Peter Sutch, chairman, said 1995 had seen a strong per-formance and struck an upbeat note about the airline's prospects. "The signs are that 1996 is starting how 1995 finished off - on a strong note."

According to Cathay, last year's results reflected two main factors, increased revenues and progress in curbing modernisation programme

By Edward Luce in Manila

Senior officials at lossmaking

Philippine Airlines (PAL) said

yesterday that a 12-month

share dispute between the gov-

ernment and Mr Lucio Tan, the

carrier's chairman, which had

delayed a much-needed capital

increase, would probably be

resolved by the end of this

Under the terms of the agree-

ment being drawn up by the

government and Mr Tan, a

leading Chinese-Filipino busi-

nessman, PAL would increase

its capital stock by an initial

5bn pesos to 10bn pesos

(\$382m) while government

shareholders would permit Mr

Tan to take majority control of

By Terry Hall in Wellington

Air New Zealand will today

renew its bid to gain a signifi-

cant foothold in Australia's

domestic aviation market by

seeking approval from the New

Zealand Commerce Commis-

sion for the purchase of a 50

per cent stake in Ansett Air-

lines from TNT, the Sydney-

based transportation group.

The commission rejected an initial A\$425m (US\$327m) pro-

bosal put forward by TNT and Air NZ two months ago

and Nikki Tait in Sydney

HK\$27,22bn to HK\$30.45bn, divisions - passengers, cargo

Revenues increased in most markets, particularly in north Asia. The strength of the yen provided a boost to profits, as did a change in depreciation policy which extends from 15 to 20 years the write-down period for aircraft

Yields also improved, helping to lift operating margins from an average of 8.8 per cent in 1994 to 9.8 per cent last year. Mr Rod Eddington, managing director, said the airline's

The 5bn peso stock issue,

which is expected to be

approved by the end of the

financial year on March 31,

would remove the final obsta-

cle to a US Export Import Bank

12-year loan to help re-equip

The \$950m loan - which

together with lending from pri-

vate banks, including Allied

Bank, owned by Mr Tan - is

considered an essential prelude

to restoring PAL to financial

PAL is also planning to

secure loans from European

government will submit the

final agreement on ownership

of the airline by the end of the

month," Mr Jaime Bautista,

ket. Ansett's New Zealand sub-

sidiary is Air NZ's main com-

petitor on the country's domes-

tic routes, and the commission

felt Air NZ's offer to "ring

fence" these operations was

The new proposal, to be con-

sidered by the commission at a

three-day conference starting

today, would give a key role to

Mr Rupert Murdoch's News

Corporation, which shares

ownership of Ansett with TNT.

trol of Ansett New Zealand by making a special issue of B

News would maintain con-

inadequate.

We are optimistic that the

government agencies.

the airline's fleet.

would enable further efficiency gains. The upgrading of the carrier's fleet, which will bring 16 new aircraft this year, will help to reduce maintenance and fuel costs, he claimed. Industry analysts said that

Cathay's 1995 results confirmed a recovery from the difficult years of the early 1990s. But they warned of increasing competition in the region and uncertainties relating to attempts by CNAC, the mainland carrier, to establish

operations in Hong Kong.
Cathay has expressed concerns about CNAC's intentions, claiming that as a subsidiary of China's civil aviation

finance director of PAL, said

yesterday. "This would remove the last obstacle to the resump-

tion of normal management of

The dispute, which has in

effect frozen the airline's abil-

ity to raise its capital or negoti-

ate loans, began at the stock-

holders' meeting last March,

when government institutions

disputed Mr Tan's right to

speak for their 20 per cent

share in a holding company he

controlled. The company, PR

Holdings, which is 51 per cent

owned by Mr Tan, in turn con-

trolled 51 per cent of PAL, giv-

ing Mr Tan indirect ownership

holding company would be dis-

solved, enabling government

board of directors. No Air NZ

be appointed to the Ansett.

Legal experts said they

believed the proposal would

continue to present problems

to the commission on anti-

competitive grounds. But

News' submission to the com-

mission has been strongly sup-

ported in a letter by Mr

Graeme McMahon, Ansett's

Air NZ, in its submission, said it strongly disagreed with

the commission's preliminary

New Zealand board.

chief executive.

Under the agreement the

the airline."

of the airline.

authority it would distort competition in the Hong Kong mar-ket. As Hong Kong's de facto flag carrier, Cathay also argues that granting a licence to CNAC would be a breach of the "one country, two systems" formula which governs the colony's handover to Chinese sov-

nations. Although talks appeared to have foundered. Mr Sutch said yesterday that

shareholders in PR Holdings to

take a direct stake in PAI, but

the government would waive

its right to subscribe to the 5bn

Government institutions,

which would collectively own

about 40 per cent of the recapi-

talised airline, would retain

the right to sell their stakes to

Mr Tan within six years at the

The recapitalisation will allow PAL to embark on a

\$2.5bn modernisation pro-

gramme over the next three

years. The airline plans to

acquire seven Boeing 747-400s,

eight Airbus A330s and 12 Air-

more than double its losses

airlines. Air NZ would exert no

By contrast, Qantas and the

Kiwi Travel International.

which both operate inter-

national flights from New Zea-

land, have said that they back

the commission's preliminary

cerned at the "ring fencing"

proposal to separate Air NZ and Ansett New Zealand, and

does not entirely rule itself out

as a potential purchaser of

(In thousands of Saudi Riyals)

either Ansett New Zealand or

Qantas has said it is con-

over Ansett New Zealand.

The airline is expected to

peso capital increase.

original selling price.

bus A320s.

directors or managers would direct or indirect influence

The Cathay chairman gave an optimistic assessment of Hong Kong's future as an aviation hub. "We have invested HK\$3.5bn in our new headquarters at Chek Lap Kok Hong Kong's new airport due to open in April 1998]," Mr

ereignty next year.

Cathay had sought to divert CNAC's ambitions by selling it a stake in Dragon Air, the Hong Kong-based airline which has established itself as a successful business carrier to China and a few regional desticlear signal that we are confident in the future, then that is Reflecting the improvement at the net level, earnings per share rose from 83.4 cents in 1994 to 104 cents. The dividend

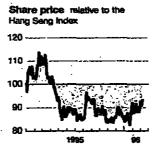
COMPANY PROFILE:

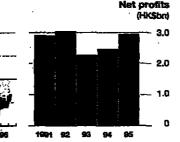
Cathay Pacific Airways



US\$5.1bn Main fisting Hong Kong 17.21 2.96% Earnings per share HK\$1.04 Current share price HK\$13.65

was raised from 42 to 48 cents.





Japan to cut prices of prescription drugs

By Emiko Terazono in Tokyo

The Japanese government is to cut prescription drug prices by an average 8.5 per cent as part of a regular series of biennial price reviews.

The cut, which will affect both domestic and overseas suppliers, comprises a 6.8 per cent general price reduction and an average L7 per cent additional cut for drugs which have posted higher than expected sales. It is one of the severest cuts of recent years - in 1994 prices were reduced by 7.2 per cent, including a 0.6 per cent special cut.

The move is part of the government's effort to reduce the mounting healthcare bill borne by the state. Drug spending Japan's Y27,500bn (\$260bn) overall annual medical costs.

The price cuts are aimed at reducing the Y1.200bn in profits made by medical institutions which purchase the drugs from wholesalers and pharmacentical companies at discounts and are reimbursed by the state at official prices.

Companies whose drugs have been targeted for reductions include Osaka-based Ono Pharmaceutical, which faces a 25 per cent price cut in Kinedak, a diabetic neuropathy drug accounting for 24 per cent of its profits.

Foreign companies affected include Schering of Germany, which sees a 12.8 per cent cut in its x-ray imaging agent accounting for 60 per cent of sales - and Eli Lilly of the US, whose anti-biotic remedy and because of concerns that it class shares, through which it decision. It said both Air NZ Air NZ's own domestic sirline, accounts for 30 per cent of human growth hormone have been cut by 15.5 per cent and 13.2 per cent respectively.

NEWS DIGEST

David Jones sales short of forecast

Lacklustre sales growth has led David Jones, the recently-floated Australian department store group, to warn that it does not expect to reach the turnover projections made

in its October share prospectus.

At that time, it estimated that sales should rise 6 per cent in 1995-96 to A\$1.53bn (US\$1.18bn), with "same-store" Sales growth being around 3 per cent. But yesterday the company said sales had risen by only 1.1 per cent in the half-year to

end January, reaching A\$790.3m.

It added that retail sales in February had continued at similar levels and "based on current projections, the company does not expect to achieve the sales forecast declared in the prospectus"

But David Jones, one of two big department store groups in Australia, added that profits before interest and tax had risen from A\$60.8m to A\$63.4m in the same six-month period, with the after-tax figure being A\$44.6m. The group said it should still achieve its prospectus forecast of a A\$111m of pre-interest profits for the year, up from A\$100.4m in the previous 12 Nikki Tait, Sudney

SA Breweries in Romania

South African Breweries has stepped up its expansion into the former Eastern bloc with the purchase of a 70 per cent stake in Vulturul SA, a state-owned Romanian brewery, for \$18m. SAB, South Africa's largest brewer, already owns two breweries in Hungary, including Kobanyai, the local market leader, and is in the bidding for the privatisation of Poland's Tychy brewery.

The company becomes one of several international brewers, including Germany's Brau und Brunnen and Interbrew of Belgium, to invest in Romania, eastern Europe's second largest market. It said \$10m of the \$18m purchase price would be invested in modernisation of Vulturul, including its brewing facilities, packaging, distribution and marketing. Vulturul, a medium-sized brewery based in Buzau in eastern Romania, has annual brewing capacity of 500,000 hectolitres and malt capacity of 11,000 tonnes. Virginia Marsh, Budapes

Japanese invest in Hungary

CSK, one of Japan's largest information technology companies and software producers, and Nippon Investment & Finance, a venture capital unit of Daiwa Securities of Japan, have invested \$7.5m in a minority stake in Graphisoft of Hungary, a leading computer-aided design software developer for Apple Computer and Microsoft of the US.

The size of the stakes sold - the first significant foreign investment in Graphisoft, one of Hungary's best known private companies – has not been disclosed. Graphisoft, which had sales of about \$15m last year, is the leading architectural CAD software producer worldwide for Apple's Macintosh

Clal Industries chief to quit

The managing director of Clal Industries, a subsidiary of one of the country's biggest conglomerates, Clal Israel, has submitted his resignation to the board. Clal's board will meet in two weeks to approve the resignation of Mr Meir Laser, whose duties will meanwhile be taken over by the company's president and chief executive, Mr David Wainshal.

Mr Laser, who has been with Clal for 26 years, had originally announced his intention to step down nine months ago, but was persuaded to stay on. He will continue as chairman of Clalcom, Clal's telecoms company, which is competing for a licence to Reuter, Tel Aviv services in Israel.

could threaten competition in would oversee the composition and Ansett New Zealand would shou New Zealand's domestic mar- of the Ansett New Zealand be maintained as independent sale. should either be offered for

Air NZ renews bid for stake in Ansett

THE NATIONAL COMMERCIAL BANK A GENERAL PARTNERSHIP - C.R. 1588

NCIAL HIGHLIGHT

As of 31 DECEMBER 1995

TOTAL ASSETS	76,659,711	69,467,835
Cash, balances with SAMA and due from banks Trading securities, and Investment securities, net Loans and advances, net Fixed assets, net Other assets and other real estate	16,019,945 15,835,060 39,366,248 1,642,551 3,795,907	13,336,740 18,245,558 33,043,538 1,475,736 3,366,263
BALANCE SHEET ASSETS		

LIABILITIES Total deposits: (Customer's call, time, saving deposits and other deposits) 52,794,449 55,920,415 7,449,931 2,126,407 10,685,759 Due to banks 2,781,201 Other liabilities 69,387,375 62,370,787 TOTAL LIABILITIES

PARTNERS' EQUITY 6,000,000 6,000,000 1,097,048 1,272,120 Statutory reserve 216 Retained earnings 7,272,336 7,097,048 Total Partners' Equity 76,659,711 69,467,835 Total liabilities and Partners' Equity 99,470,392 57,094,747

3,568,317 Total operating income 1,452,123 2,983,226 Less: Cost of funds 2,116,194 2,404,363 Income before operating expenses 1,420,573 Potal operating expenses 695,621

OTHER INCOME (EXPENSES) (209,233)107,209 Gains (losses) on investment securities 5,080 49,472 (2,705)(Losses) gains on disposal of fixed assets Income from trading securities 79,197 (41,236)(31,150)Other income (57,845) Donations and charitable contributions (10,000)(12,504)(116,634) (7,081)TOTAL INCOME (EXPENSES) 578,987 700,288

NET INCOME

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LIABILITIES AND PARTNERS' EQUITY

CONTRA ACCOUNTS STATEMENT OF INCOME

Net income from operations

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Service 184

COMPANY NEWS: UK

to £24m after exceptionals

By Motoko Rich

Laporte, the speciality chemicals company, is to cut its head office staff by 40 per cent as part of a restructuring programme that should add more than £10m (\$15.3m) a year to profits from 1997.

Mr Jim Leng, announcing his first results as chief executive, said the group would be making about 300 employees redundant this year, 80 of them from the group's head office in

Mr Leng said the group would also sell businesses representing about 10 per cent of

Exceptional charges of £88.7m associated with the restructuring programme forced pre-tax profits down by 80 per cent to £24.5m for the year to December 31.

Stripping out the exception als, pre-tax profits dipped by 8 per cent – less than the 10 per cent fall which the company predicted in a profits warning

Turnover rose nearly 11 per

cent to £1.08bn. Excluding the impact of acquisitions, under-

lying sales rose 8 per cent.

Mr Leng said the speciality organics division, which generated 18 per cent of profits. delivered a disappointing performance in the second half, with profits down nearly 50 per cent due to de-stocking. Overall, divisional profits of £20.4m were down 8 per cent on last

The absorbents and pigments division and the compounds and electronic materials businesses delivered strong

Profits in the adhesives, sealants and coatings division were virtually unchanged at £17.2m, while the surplus in the hygiene and process businesses fell 23 per cent. Profits in other activities, which included industrial material and minerals, dropped 65 per

On 1996 pre-tax profit fore-casts of £122m, the shares are trading on a p/e of 15.6, about a

Rugby falls and plans restructure

Rugby Group is to build a £100m (\$153m) British cement works and to sell non-core subsidiaries as part of a wide-ranging re-organisation of its UK, Australian and US businesses, writes Andrew Taylor.

The plans were announced as the cement and joinery company reported a higher than expected fall in 1995 pre-tax profits to £45.8m (£76.1m).

Some 200 jobs are expected to be axed in Britain as a result of the closure of two plants whose output will be replaced by the new cement works to be built at the group's

Rugby plans to sell its steel

reinforcement, steel structures and cladding subsidiaries. It will concentrate on developing its core businesses of cement and lime production in the UK and Australia and joinery in the UK, US and Australia. Rugby is to reorganise its under-performing US building materials distribution busi-

Last year's profits included a £14.6m exceptional costs to cover the expense of the US reorganisation which is expec-ted to take place over the next 18 months. A further £2.5m charge was made to cover the reorganisation of the Austra-lian joinery business.

Laporte drops |Let's call the whole thing off

Alan Cane looks at why BT and C&W hung up on their merger talks



ulatory, competitive and logistical problems seeking clever solutions, not least of which is the "poison pill" represented by Hongkong Telecom, of which C&W holds 57.5 per cent.

A bid for C&W, if successful, would require buying out the minority shareholders of the Hong Kong group, raising the price from its present market capitalisation of about £10bn to about £16bn: a price that BT would not have been prepared to countenance. The radical solution the two companies were pondering when talks were broken off - a reverse takeover of BT by C&W - indicates that both sides attached considerable importance to the possibility of a deal.

The talks were discontinued because of a failure to agree on the price to be paid and concerns over the companies' German operations. BT has a strategic alliance with the German companies Viag and RWE. while another German group, Veba, holds a 10.5 per cent stake in C&W. Veba's agreement would have been needed for a merger to go ahead.

BT approached C&W in November last year. It was not the first time the two companies had discussed an alliance of some kind. In the information technology business, there is a continuous round of discussions with rivals and potential allies, as companies jockey for position. These talks were being taken seriously. It seems at least three options were considered. A loose alliance, with special emphasis on the Far East, a partial merger, or a complete merger.

Mr Rod Olsen, C&W's acting chief executive, said in a weekend statement: "After carefully evaluating the proposal, the C&W board rejected it as not being in the best interests of our customers, shareholders and partners.

BT/C&W

Mercury Communications misses competition target

If BT had been able to conclude a merger with C&W, one of its first tasks would have been to find a buyer for Mercury Communications, in which C&W has a 80 per cent stake, the remainder being held by Bell Canada, and Mercury One-2-One the mobile operator in which it has equal stakes with US West, writes Alan Cane.

Mercury was the spearhead of the govern-ment's drive to liberalise the telecoms industry. As the smaller partner in the duopoly licensed to provide public switched telecoms services, its role was to expose BT to the fierce blast of competition. It took some business from BT, especially in the lucrative business market but failed to make the hoped-for impression. BT's

coverage. AT&T is known to have opened negotiations but says it is no longer pursuing the egy. It is still seeking a permanent chief executive after the given BT a boost to its ambi-tions in Asia, chiefly through the acquisition of Hongkong departure of Mr James Ross Telecom. Sir Peter Bonfield, BT and chairman Lord Young of chief executive, told the FT Graffham late last year. The idea of a "federation" of comrecently: "Our intention is to be a world class telecoms companies, able to collaborate globally when necessary is no pany, which means we have to

continental Europe. It has interests in the Caribbean and BT has established strategic alliances in Germany, Spain Central and South America. Hongkong Telecom is the crown jewel, however. In the and Italy in the past two years. It is also represented in the US through its partnership with MCI, the second largest carrier. In C&W, it would have found a company with operations in more than 50 countries, but with a lack of coherent strat-

six months to September 30, it made an operating profit of £405m on a turnover of £1.13bn. The entire group made a pre-tax profit of 2616m on revenues of £2.71bn in the same period.

longer valid. Hongkong Tele-com is the focus of its activi-

ties in the Asia-Pacific region,

with Mercury as the hub in London, and Veba the hub for

BT. moreover, is anxious to hold and extend its lead in pro viding "end-to-end" services to international customers through Concert, its joint ven-ture with MCI. The operation is losing money, but has lished blue chip list of customers Competition, however, from AT&T, the largest US carrier and Global One, the joint venture between France and Germany's national telecoms operators is intensifying. It badly needs an Asian partner.

overall market share is still near 80 per cent.

UK telecoms has since been opened up to any

company which can qualify for a licence, but

competition is still rudimentary. It is inconceivable that Mr Don Cruickshank, the telecoms

regulator who is keenly anxious to encourage a

competitive market, would allow Mercury to be

taken over by BT.
Who would buy the company? At the right

price, almost any company with serious inten-tions in the UK market. Mercury has a modern

fibre optic network in place and countrywide

Despite the breakdown of the C&W talks, BT has plenty to occupy it.It has to divert more funds to its international operations, and cope with the liberalisation of European Union markets in 1998. Yet it may not be long before the two start talking again.

LEX COMMENT

UK results

The UK results season shows corporate Britain in good health. The three dozen large industrial companies which have reported so far have increased their underlying profits by an average of 28 per cent. Strong results from GKN, Rolls-Royce and 3.400 Cookson have more than outweighed mild disappointment at Unilever and Cadbury-Schweppes. Average dividend growth is running well above forecasts at 11 per cent, buoyed by the generosity of the big oil companies and banks. The outlook is still positive. While eco-

nomic growth is hardly sparkling, inflation has, so far remained subdued.

And cost-cutting continues. During the past month, UK iles have set aside almost £1bn for restructuring. That should help to protect margins until volumes start to pick up again towards the end of 1996. Analysts estimate average earnings growth of 10 per cent both this year and next. And with much of the corporate sector still cash-rich and enjoying comfortable dividend cover, there is pleuty of room for double-digit dividend increases and further share buy-backs.

Consumer stocks, like retailers, have some of the best prospects as tax cuts and building society handouts feed into peoples' pockets. Lower interest rates will also help smaller companies, which are more dependent on the domestic economy. By contrast, the outlook for cyclicals is still clouded though chemicals and steel appear to be weathering destock-ing better than paper and pulp producers. Yesterday's poor manufacturing output figures suggest that for large industri-als the best may already be behind them.

Asia growth helps Spirax rise 25%

Spirax-Sarco Engineering, the Cheltennam-based steam equipment specialist, recorded a 25 per cent jump in pre-tax profits to £43.1m (\$66m) in 1995, helped by favourable world economic conditions.

Sales were 15 per cent higher at £251.3m, with two-thirds of the increase attributable to volume growth. Strongest growth came in Asia, where sales increased 24 per cent to £58.4m, helped by a strong performance from South Korea.

Mr Chris Tappin, chairman, predicted "another year of good progress", although he

quite so heipful. "There are concerns over the French and German economies. We haven't seen much sign of a slowdown yet, but then we are a late-cycle business."

The one area of weakness was Brazil, as the group pre-dicted at the interim stage. After a strong first half, Brazilian profits showed no year-onyear advance in the second six months. This accounted for most of the slowdown in group second-half profits, after the 36 per cent interim rise.

Spirax is setting up a subsidiary to develop its business in the METAL EACHARDS mainland China.

Sophus to retain Rentokil

Sophus Berendsen, the Danish majority shareholder in Rentokil, said yesterday that it would not sell shares in the industrial services group for at least five years, writes Geoff Dyer.

The announcement followed speculation over the weekend that Sophus, a services and distriother activities if Rentokil's £1.8bn hostile takeover bid for BET, the business services group, was successful.

As a result of the cash and paper offer, Sophus' stake in Rentokil could drop from 52 per cent to 36 per cent.

Meanwhile, in response to BET's first defence document, which was published on Sunday, Mr Clive Thompson, chief executive of Rentokil, denied that Sophus would face a serious conflict

of interest as a result of a takeover. BET's document pointed out that Hokatex, its a direct competitor with another Sophus company. However Mr Thompson said that any Sophus member of the Rentokil board would not vote or participate in discussions about subjects where the conflict arose. This was in line with the Stock Exchange's listing conditions, he said.

Cost rises leave Vita 28% lower

operate outside our island

base. We are under-represented

in the Asia Pacific region. Our

European strategy is a little

fragmented, but it is beginning

to make sense."

"Unprecedented" raw material price rises and weak consumer resulted in a 28 per cent fall in pre-tax profits to £35.7m at British Vita, the speciality foam and fibre group. In addition there were net

restructuring and disposal charges of £12.7m. Mr Rod Sellers, chief execu-

tive, said the group saw its sharpest raw material cost increases later in the cycle than most other speciality chemicals companies. Mr Jim Mercer, head of

European rubber and plastics operations, will replace Mr Sellers at the annual meeting on April 17.

	Terno	eer (Eun)		s-tax it (Sm)	8	S (p)	- Current payment (p)	Date of payment	— Dividends — Conspirating (Bridend	Total for year	Total last year
Automated Security Yr to Nov 30	153.7	(154.3)	7.4L	(11.8L .)	9.2L	(13L)	1 4 −		ρŒ	闢。	· nit
British Vita	875.6	(769)	35.7♣	(49.5)	10	(14.73)	4	May 13	3.95	7.95	. 7.7
Cala 6 mths to Dec 31	42.5	(38.8)	2.06	(3.16♥)	3.2	(4.91)	1.2	Apr 19	1.1	. . .	3.2
Cortecs 6 mths to Dec 31	4.9	(3.2)	1.6L	(2 <u>L</u>)	1.4L	(1.SL)	- .	-	· · · -		-
DCS 6 mths to Dec 31	14.3	(4)	1.2	(0.105)	4.27	(0.88.)	0.5	Mar 26	nH .		. 1
Domestic & General 6 mths to Dec 31	36.4	(34.6)	5.39	(5.05)	52.05	(47.71)	12.25	May 9	10.36	-	33.36
Fairey Yr to Dec 31	196.3	(145.1)	34.2	(25.8)	27.4	(22.8)	5.45	June 14	4.75	8.	. 7
Forward Tech Inds	58.7	(49.1)	3.05	(1.76)	6.8	(6.2)	1.75	∵May 31	1.5	2.75	- 2
Histoerosian 🗸	277.8	(275.981)	49.4	(5.62)	62.9	(9.2)	6.1	May 7	. 5.4.	. 8.9 .	7.9 .
Hiscox Select Yr to Dec 31*	1.58	(1.85)	1.13	(1.32)	2.47	(3.07)	1.2	Apr 29	1.5	24	3
Laporte Yr to Dec 31	1,068	(964.5)	24.5	(123.5)	4.3	(46.1)	14.5	May 30.	. 14.5	. 23	22.4
onex Yr to Dec 31	132.3	(145.)	1.49	(0.89(.4)	1.41	(2.75L)	0.25	May 24	ndi	0.5	0.25
Omnicare 4 Yr to Dec 31	1.77	(1.87)	0.612	00.42 3	- 6.6	(5.4)	0.5	-	-	0.5	
Partico	164,4	(136.4)	7.47	(6.22)	19.6	(16.6)	4.75	May 31	4.2	7	6.2
extland Yr to Dec 31	754.9	(632.5)	38.2	(38.1)	6.31	(6.56)	1.95	Jul 1	1.85	3.3	3.1
Perstance Yr to Dec 31	249.4	(206.2)	22.8	(24.3)	14	(14.9)	6.5	Apr 29	6.5	9.5	9,5
ledrow 6 mths to Dec 31	95.3	(13.6)	12.1	(16.3)	3.9	(5.6)	1.1	Apr 19	1.05		3.15
Refuge Yr to Dec 31	32.57	(31.25)	42.1	(31.4)	18.62	(12.68)	9.35	May 17	- 8.6	13.35	-12.3
Roxboro Yr to Dec 31	93.7	(69,5)	15.9	(12.2)	19.7	(18.4)	4		3.3	6	4.8
RPS Yr to Dec 31	13.9	(9.59)	2.23	(1.3)	9.47†	(7.16	1.85	May 5	1.5	3.4	2.8
kugby Group Yr to Dec 31	1,143	(1.011)	45.84	(76.1 ♠)	4.5	(8.1)	2.1	May 10	21,	3.6	3.6
phrax-Sarco Yr to Dec 31	251.3	(217.9)	43.1	(34,6)	33.8	(27.9)	9.2	May 20	8	13.2	11.5
Suter Yr to Dec 31	300.3	(244.9	20.24	(23.6)	10.8	(8.61)	6.1	Jun 26	6	9.8	9.5
		,	-	estable		,	Current	Date of	Corresponding	Total for	Total last
nvestment Trusts	MAI	f (p)		gs (Em)	EPR	(p)	peyment (p)	payment	dividend	year	· 'ye=
Geinwort Developt	691	(460.4)	0.267	(0.354)	4,41	(5.85)	275	May 10	2.75		11
Merchants Trust	295,79	(246.68)	12.4	(12.4)	12.09	(12.12.)	3.25	May 24	2.95	12.25	11:5

Tel: (352) 47 38 84/85 - Fax: (352) 22 60 56 Quilmes Industrial S.A. ("QUINSA"), is a Luxembourg based holding company which controls 85% of Quilmes Internations (Bernauls) Ltd., ("QIB"). Hemeken Brouwerijen N.V. ("Heineken") owns the other 15% share of QIB and provides services of technical systematics. Our operating companies. QUINSA has been listed on the Luxembourg Stock Exchange, in US dollars, sine July 1981, (Reuters code: QUINLU)

Preliminary Results QUINSA is the largest beer producer in Argentina and in the combined Southern Cone market of Argentina, Chile, Paraguay and Uraguay, QUINSA's consolidated net sales totalled \$797.0 million in 1995, of which \$632.2 million, or approximately 79.3%, was attributable to sales of beer and \$512.1 million or approximately 64.2%, was attributable to sales in Argentina, QUINSA is also the leader in the soft drinks market in Paraguay, where it bottles and distributes the soft drink products of Cone-Cola in most of the country, accounting for \$111.9 million, or approximately 14.0% of consolidated net sales for 1995.

QUILMES INDUSTRIAL S.A. (QUINSA) 84 Grand-Rue, L-1660 Luxembourg

Certain stems of OUINSA's results for 1994 and preliminary unaudited income statement estimates for 1995, expressed in dolla terms and as a percentage of net sales, are summaried in the table below:

i		Year Ender	d December 31		
	1994	1995	<u> 1994</u>	1995	
		(Unaudited)	_	(Unaudited)	
i	(<u>In millions o</u>	[US dollars)	(<u>as a percentas</u>	e of net sales)	+
Net Sales	753.8	747.6	100%	100%	ļ
Gross Profit	423.0	424,0	56.1	53.2	
Selling and marketing expenses	(153.4)	(177.9)	(20.4)	(22.3)	
Administrative and general expenses	(<u>85.8</u>)	<u>ு 0</u>	(11.4)	(10.0)	
Оретыя; вкоте регое инетя					
other inconact other expenses, taxes					
and menority enterests	183.8	166.5	24,4	20.9	
Not income before on-time charge (1)	86.7	65.7	11.5	8.2	
Net racette	86.7	60.3	11.5	7.6	

(1) Before expenses associated with the tentative tender offer for Laborr

The unaudited net profit of Quilmes Industrial S.A., on parent company basis only was US\$17.6 million in 1995 which is US\$0.257 per share prior to the 1996 Stock Split as defined below. The Board of Directors will propose in the Annual General Meeting of June 28, 1996 a net dividend of US\$20.52 million distributed for fiscal year 1995 which would be paid from profits and retained earnings. The financial data presented above for the year ended December 31, 1995 are estimates of

in the first half of 1990, QUINSA expects to acquire controlling interests in two breweries in Bolivia, Cerveceria Santa Cruz S.A. and Cerveceria Taquina S.A., having a combinal production capacity of 1,200,000 hearoliters. The main brand of Santa Cruz Docal, is the market leader in Santa Cruz and Taquina is the leading brewer in Cochabamba. By acquiring these breweries QUINSA will gain entry into a fifth contiguous national market in South America.

In late 1995, QUINSA began to coordinate the export of its products for its plants in Argentina, Paraguay and Uruguay to Southern Brazil, a region of 25 milhou people. QUINSA's strategy is to introduce its brands in the regional and consolidate their position through early are not become consolidate their position.

through expens and then eventually consider the possibility of constructing a brewery in Brazil.

A Prieme Committee appointed by the Board of Directors is in charge of the ing A Pricing Committee appointed by the board of Directors is in charge of the implementation of a Board resolution instrumenting the split of the current outstanding 68,400,000 ordinary shares into 69,400,000 new ordinary shares and 34,2000,000 non-voting preferred shares (the "1996 Stock Split"). Pursuant to the 1996 Stock Split each shareholder is entitled to receive in exchange for every existing two ordinary shares held as of record date two new ordinary shares and one non-voting preferred share. Shareholders will be notified of the effective date and the formalities for the exchange of stock of 1996 Stock Split as soon as the matter is decided

by the Pricing Communes.

The non-voting preferred shares will carry the right to receiv a preferred cumulative dividend amount equal to 5% of their accounting par value at the time of dectaration of any dividend as well as the right to receive a preferred amount before the ordinary shares on any capital distribution including liquidation proceeds. As long as the dividend would exceed the minimum requirement payable to the non-voting preferred shares, the Company intends to distribute dividends to the non-voting preferred shares equal to those of the ordinary shares.

OUINSA also amounces that it has filed a registration statement with the United States Securities and Exchange Commission

QUINSA also amounces that it has filed a registration statement with the United States Securines and Examings Commission for an offering of 15.875.000 non-worling preferred shares in the form of American Depositary Shares ("ADSs"). Of the 15.875.000 ADSs or shares offered, 11.906.250 are being sold by QUINSA's controlling shareholder, Beverage Associates (BAC) Corp. and 3.968.750 are being sold by QUINSA. In addition, 2.381,250 ADSs or shares may be sold pursuant to an underwriters' over-altonnent option. The ADSs will be sold in a Combined Offering of 10.318,750 ADSs in the United States and Consula and 5.550,250 shares or ADSs elsewhere internationally. The Lead Manager for the Combined Offering is Morgan Stanley

ilication has been made to list the non-voting preferred shares on the Luxembourg Stock Exchange. The ordinary shares will tinue to be listed as new ordinary shares. In addition application has been made to list the ADSs on the New York Stock

A detailed description of the rights attached to ordinary aborts and non-voting preferred shares as well as detailed co above figures and recent events are available upon request at the registered office of the Company .

Luxembourg, 69, route d'Each, L-2953 Luxembourg.

Earnings shown desire. Dividences shown net Progress in directions are for corresponding period. After except SUSM stock. Arisin currency. III Gross premiums. A Comparative figures are for Movember 8 1993 to Deci Fairey shares slip



John Poulter: looking for earnings enhancing, niche acquisitions

By Patrick Harverson

Fairey Group, the acquisitive industrial electronics and specialist engineering company, maintained its strong growth record with a 33 per cent rise in pre-profits last year.

Aided by improved performances across its divisions and the acquisition of Loma, a detection equipment manufacturer, pre-tax profits rose from £25.8m to £34.2m (\$52m) on sales of £196.3m (£145.1m).

The figures were at the top end of analysts' expectations but a modest warning about the outlook saw the company's shares fall 10p to 613p. Sir Robin Biggam, chairman, said: We enter 1996 with confidence, despite a general eco-

ble than in 1995, particularly in Europe.

In recent years Fairey has been building up its electronics businesses, a strategy which has been paying dividends in the form of impressive margins and strong profits growth.

Electronics is now its largest business, and profits at the division climbed sharply to £21.7m (£13.4m), of which £2.14m was the nine-month contribution from Loma, which was bought for £18.2m. The electronics operations will be boosted further by January's purchase of Particle Measuring Systems of the US for £49m.

Mr Poulter said the company would continue to look for acquisitions that were earnings enhancing and that fitted the



COMPAGNIE IVOIRIENNE POUR LE DEVELOPPEMENT DES TEXTILES République de Côte d'Ivoire

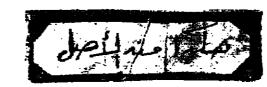
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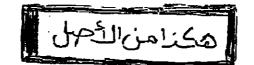
SHORT-TERM COTTON PRE-EXPORT FACILITY

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> Arranger and agent ING BANK PARIS

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COMMODITIES AND AGRICULTURE

∍en years ago a handful

of UK vegetable growers

were relaxing in a pub

after a meeting to discuss mutual problems. All were run-

ning substantial businesses

supplying fresh produce direct

to the fast-expanding and ever more demanding supermarket

sector. The conversation

turned to the shortage of

skilled unit managers; to the

fact that jobs associated with vegetables were not perceived

as attractive prospects to ambi-

tious young people; to the con-sequent difficulty of recruiting

young men and women of real

ability and potential. They

quickly realised that all had

similar problems.

Conventional farmers would

have shaken their heads sadly

and concluded that nothing

could be done, or that "the gov-

ernment should do something

about it". But being the type of

people they were, they decided

They set up a company

called Management Develop-ment Services (MDS) to recruit

and train graduates for posi-

tions in the fresh produce

industry. The handful of

founder members has now

grown to over 20. And since

1986, MDS has accepted about

140 graduates for their 2 year

courses, some of whom are still

being trained and many of

whom now hold key manage-

ment posts in MDS members'

to something themselves.

Pechiney 'has no plans' for | Vegetable group grows its own managers more aluminium restarts

By Kenneth Gooding, Mining Correspondent

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تا العشور في المراجع ا

Pechiney, the world's fourth-largest aluminium producer, was forced by its partners to re-start capacity at the Tomago smelter in Australia, according to Mr Jean-Pierre Rodier, chairman. He insists there are no plans to re-start Pechiney's other idled capacity, which might still be shut down at the end of this year.

Two of the four partners in Tomago's 340,000 tonnes a year smelter in New South Wales the Australian Mutual Provident Society and Gove Aluminium - asked for production to be increased in the first quarter of this year. Pechiney. which has a 36.05 per cent stake in the smelter, was obliged to give way under the terms of its contract, says Mr Rodier. The fourth partner in Tomago is VAW of Germany. with 12 per cent.

Neither Pechiney nor VAW will begin to take extra metal until the second quarter. Tomago's output was cut by 10 per cent after the international trade agreement (or memorandum of understanding) was reached between some of the big aluminium producing minium is "flat." Mr Rodier countries early in 1994. The cut

Status of Aluminium Cuts ('000 tonnes) MOU Pre-Total 100 298 106 77 183 -84 66† 150 Alcan Kalser VAW

Source: Macquarte Equales. MOU = memorancounce; wasquim Equago, MOU = memorat-cum of uncleasurcing. "All in Australia; tifeuma-nent. Pre-MOU cuts include 225,000 tomos-e-year of parameter cuts.

82 122

represented 14,000 tonnes a year from Pechiney's output and 4,500 tonnes from VAW's. At present the rest of Pechiney's primary aluminium production plants are working at 85 per cent of capacity whereas the industry normally works at a rate of 100 per cent or above.

Pechiney has no clear idea yet about when it will bring the rest of the 180,000 tonnes of idled capacity back on stream. "It entirely depends on our customers," says Mr Rodier. "We will not bring capacity back into production until they want the metal."

At present demand for alu-

rose and now they are working from stock. "We should see customer stocks back to normal levels in the second half of

Consequently, "I do not see any prospect of a serious drop or any big improvement [from the 1995 level in our aluminium business this year". London Metal Exchange alu-

minium prices are likely to remain volatile while so much industry capacity is closed, says Mr Rodier. But there is no reason for prices on average to be any higher in 1996 than they were at the end of last year. Mr Rodier agrees with those analysts who suggest there will be supply constraints next year because there is so little new production capacity. Prices are likely to drop back again at the end of 1998 or in

Pechiney could expand with its partners at Tomago and Becancour in Quebec, adding 40,000 to 50,000 tonnes a year to its total capacity, without the need for substantial investment. Mr Rodier says, however, that it will be five years, before the group needs to make any decision about a more substantial increase in capacity

> Graduate recruitment and fast track training are, of course, common in many industries. So why is MDS worthy of special mention?

Graduates are being recruited and trained for positions in the fresh produce industry FARMER'S VIEWPOINT reputation is spreading. Selection is tough. In each of the recognised by the Institute of ened approach to management

By David Richardson

Because, as far as I am aware, a self-organised and self-funded training scheme of this kind is unique in British agriculture and horticulture.

That is not to say that traditional farmers' sons and daughters are unable to benefit from further training. Indeed many of today's young farmers have been to university or college before returning home to work on, and participate in, the management of the family farm. Few, however, take the opportunity to gain extra expe-rience of different management styles and a variety of related enterprises by working at a management level in other businesses. MDS ensures their trainees are exposed to several management cultures.

In recent years applications for places on the scheme have been coming in from 21 to 27 year-olds at the rate of over 150 a year. This is partly the result of presentations made by MDS's manager Lesley Sage, at all UK educational establishments that run land-based degree courses and partly because the training schemes'

past two years only 11 applicants were accepted - roughly one third of whom we female. Successful candidates, most of whom, significantly, come from non-farming backgrounds, begin by going on an

outward bound course. The way they tackle physical probis, interact as a team and self-assess their performances may appear to have little to do with cabbages or leeks but are regarded as a vital initiation to the following two years. Then begins the first of four secondments with member compa-

ypically these include a period managing a field operation, like harvesting a vegetable crop; another in charge of a grading or packing line; organising the logistics of delivering packed produce to point of sale; a research or development project; and time spent in a negotiating office buying or selling produce. Formal training sessions run by external lecturers are interspersed with the practical experience. MDS estimates that, including salary, each eraduate trainee costs

about £29,000 over two years. Administration of the scheme is funded by a subscription of £2,000 a year from each member company, which also pays the salary and training costs of trainees while they are working with them. The qualification for successful candidates currently carries Management and universities. training. Meanwhile the original

objective of the founder members appears to be being realised. Some 70 per cent of trainees bave taken permanent positions with MDS member companies and there is no longer such a shortage of suitably qualified graduates to help manage their businesses.

Last week I met some products of that training. One

young man who completed his course only four years ago is now, at 27, the development manager of a company with a 250m turnover. He is a member of the executive team that runs it and is involved in setting up information technology and businesses analysis and deciding strategies for capital investment

Another product of the scheme, a young lady aged 26, is now a key member of a team responsible for procuring tens of thousands of tonnes of prepacking potatoes each year. She is also in charge of selling all the potatoes that do not make the grade for the supermarkets - which is much more difficult than shifting top quality supplies, which tend to sell themselves. She has now embarked on further advanced training within the MDS mem-

ber company that employs her. Such levels of ability and maturity in people so young is remarkable in any business. In agriculture and horticulture it is a revelation. As I drove home I began to think how vocational status, but MDS is much broadacre crop farming

ened approach to management

Yes, there are plenty of university and college courses teaching farming. Some of them even tackle management techniques. But none that I know of comes close to providing the breadth of experience those MDS young people are exposed to, Furthermore, the traditions of farming may militate against such a course being fully utilised. By far the most usual pattern is for the son or daughter to work for a vear on the home farm, then go to college, and then come home for good.

A few apply for and are awarded such things as Nuffield Travel Scholarships. which encourage them to look at agriculture in other parts of the world and gain outside experience. Most scholars make their mark when they return, proving the point I am making. The rest stay at home arguing with their fathers, maybe, but still picking up most of his old ways and prejudices. That is not the best foundation on which to build an industry with sensitive and progressive ideas.

In my view, an MDS-type training scheme with its emphasis on agriculture rather than horticulture, could be of immense value to the industry. The question is, however, would conventional family farmers, whose turnover and profits are normally much smaller than those of intensive vegetable growers, be able or willing to fund it?

Indonesian mine shut after riot

By Kenneth Gooding

The Grasberg mine in Irian Jaya, Indonesia, one of the world's biggest copper and gold producers, was temporarily closed yesterday after civil disturbances broke out in Tembagapura, the nearby town of 10,000 people, mostly employed by the mine.

Mr James Moffett, chairman of Freeport-McMoRan Copper & Gold, which operates the mine, said last night before leaving his headquarters in New Orleans for Irian Jaya, that he had ordered the shutdown to avoid a relatively minor incident becoming more

serious. He expected the mine to re-start in about 24 hours. He said that an Indonesian employee had been accidently hit by a car driven by a contractor during a heavy rain storm. Although the employee was not badly hurt, rumours spread that he had been killed. Rocks were thrown and win-

turbances that followed. Employees were scheduled to be bussed to the mine but, to avoid confrontation. Mr Moffett ordered the mine to be shut and decided against calling on the police or military to provide protection. Previous confrontations

military lead to accusations of civil rights abuses by the army and suggestions that Freeport personnel were also involved. Investigations by Indonesia's human rights commission and by the Australian, New Zealand and US embassies cleared the company of these allegadows were broken in the dis-

Grasberg, nearly 4,000 metres up in the mountains in some of the world's most inhospitable terrain, last year produced 459,700 tonnes of copper and 1.36m troy ounces of gold. It is 10 per cent-owned by RTZ-CRA, the Anglo-Australian

UN commodity fund to spend \$12m on marketability

The UN's Common Fund for Commodities plans to spend \$12m on improving the marketability of commodities in order to increase incomes in developing countries. Mr Rolf Boehnke, the new

managing director of the fund, told members of the Interna-

SOFTS

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tional Cocoa Council in London yesterday that the money would come from resources

previously used to finance international buffer stocks. Launched in 1989 by the United National Conference on Trade and Development, the fund has financed buffer stockholding, increased the competi-

tiveness of commodities and

tackled crop diseases.

MEAT AND LIVESTOCK

LIVE CATTLE CME (40,000lbs; cents/lbs

cocoa stocking will soon end.

Buffer stock agreements

Only the International Cocoa Organisation and the International Natural Rubber Organisation still operate internationally financed buffer stocks and Mr Boehnke said the Amsterdam-based fund would direct

more efforts towards improvtries. It would speed up spending by shortening the

time between a project's conception and its approval. It would also increase its loan financing, as opposed to grant financing, to extend its activi-

ties. "Particular attention will

JOTTER PAD

be given to projects which lead ing the conditions of commod- to sustainable development have now all but disappeared. ity producers in poor coun- and the preservation of the earth's resources and environment," he said. To date, the fund has

approved 37 projects costing about \$81m, of which it provided about \$35m. The biggest were to improve bananas and tackle the cotton boll weevil.

COMMODITIES PRICES

BASE METALS Precious Metals continued LONDON METAL EXCHANGE TO GOLD COMEX (100 Troy oz.; S/roy oz.) M ALUMANUM, 99.7 PURITY (\$ per tonne 1627-8 1625-6 1598-8.5 52,478 ALUMINIUM ALLOY IS per tonne 1345-55 Previous High/low AM Official 1350-60 Open int. Total delily turnover 891 LEAD (\$ per torme) 776-7 776-7 787/774 779-8.5 774-5 785.5-7.5 787-8 789 789-9.5 Previous High/low AM Official Kerb close 40,053 10,457 Open int. Total daily turnover # NICKEL (\$ per tonne) 8140-50 Close Previous 8135-45 8250/8060 8185-90 8050-60 9045-55 9095 8095-7 High/low AM Official 41,724 12,950 Open Int. TIN IS per torsie 6120-30 6110-20 6070-80 6080 6075-85 High/low 6120-25 6060-70 AM Official Kerb close Open int. Total delily turn 16.920 5,493 grade (\$ per torme) # ZINC, special bigl Close Previous High/low AM Official 1100.5-1.0 1093.5-4.0 1110/1094 1099-100 1080-1 1087 1087-7.5

Kerb close Open int. Total daily turnover M COPPER, grade A S per tonne 2598-601 2606.5-8.5 High/low AM Official Karb close 2605 2602-3 174,112 97,284 LIME Closing 9/5 cate: 1.5240 Spot: 1.5343 3 milis: 1.5216 6 milis: 1.5192 9 milis: 1.5171 4,170 1,589 19,449 857 4,610 2,891 120.70 119.90 120.35 -0.55 119.50 -1.00 7,573 19,449 120 857 857 4,810 220 2,891 11,245 41,588 -0.85 114.10 113.90

PRECIOUS METALS III LONDON BULLION MARKET (Prices supplied by N M Rothschild) \$ price 396.00-396.40 398,60-397.00 260.407 476.515 396.60 395.75 396.60-397.00 395.20-395.60 Day's Law 395.20-395.60 Previous close 395.30-395.70 ntes (Vs US\$) Loco Lein Mean Gold Lending Ra

4.31 12 months US. cts. equiv 548,75 555,80 365.45 561,95 574,35 3 months 370.20 379.55 6 months £ equiv. 258-260 \$ price 394-397 407.05-409.60 Gold Coin

-1.4 -1.5 -1.5 -1.5 -1.5 -1.5 PLATINUM NYMEX (50 Troy oz.; S/troy oz.) 414.3 412.0 3.185 13.820 417.5 418.0 282 6.881 419.5 418.5 122 1.794 420.0 420.0 1 786 3,548 23,891 +4.85 143,75 142.50 94 91 +4.35 144,90 141,00 1,119 6,347 143,35 +4.85 143,75 142.50 EL SELVER COMEX (5,000 Troy oz.; Cents/troy oz.) +0.3 561.0 546.5 63 356 554.5 548.5 25.200 51,214 580.0 554.0 686 13,131 582.5 558.0 302 10,852 570.0 567.0 139 7,407 **ENERGY** E CRUDE OIL NYMEX (42,000 US gafs, \$/barrel) 18.89 19.10 18.48 18.09 19.21 34.401 79,106 18.62 23,708 77,014 48.10 11,955 45,931 17.88 2,433 38,028 2.138 20,970 1,356 16,030 79,018 420,389 CRUDE OIL IPE (\$/berre 18.03 12.053 45.280 17.15 10,251 57,411 3,071 28,602 961 36,085 292 10,132 - 11,867 25,174213,763 M HEATING OIL NYMEX (42,000 US galls; c/US galls.) 901 ma. 10,808 25,362 4,367 15,305 432 11,798 861 8,103 4 5,534 134 2,782 Sap Total 2,095 +0.042 2,109 2,040 1,995 +0.042 2,109 2,040 1,995 +0.022 2,006 1,985 1,990 +0.020 1,990 1,820 1,990 +0.023 1,990 1,810 1,905 +0.013 1,910 4,070 19,389 1,259 14,963 578 12,708 412 11,888 268 8,960 W UNILEADED CASOLINE HYNEX (42,000 US gade; t/US gade.)

56.46 10,061 28,992 58.05 4,067 19,663 57.30 1,534 6,966 56.70 266 6,202

55.15

+0.55

1,534 6,966 266 6,202 649 3,459 177 697

change High +0.45 115.75 +0.35 118.00 115.60 117.80 110.40 110.40 110.40 -516.25 -0.25 518.00 514.00 1,493
491.50 -2.25 493.75 488.50 5,862 498.50 -1.00 490.50 454.00 8.080
481.75 -1.50 484.00 489.00 584
473.00 - 475.00 470.00 804
474.50 - 476.00 473.00 25 393.75 +1.75 394.00 389.00 3.377 12.685 389.50 +1.00 390.00 385.00 34.545 202.472 381.75 +1.25 382.25 378.00 11.855 122.245 332.25 +2.00 332.50 329.50 19.68 35.497 319.25 +1.75 312.90 316.50 9.030 88.114 324.50 +1.75 324.75 322.00 344 7.589 May Joi Sep Dec Mer Total BARLEY LCE (É per tonne) 108.20 +0.70 108.00 108.00 108.15 +0.25 108.00 108.00 105.30 -0.20 105.50 105.50 107.40 - 107.40 107.40 109.25 -288 475 39 509 93 1,428 718.75 +6.50 719.00 706.50 4.643 2.688 728.50 +6.00 729.00 717.00 33,545 71,603 738.50 +45.50 737.00 725.50 11,030 49,747 737.00 +45.50 738.75 728.00 870 6,392 727.50 +1.25 728.00 722.00 928 3,731 728.25 +0.25 726.50 720.50 10,444 54,013 SOYABEAN OR, CET (60,000tbs: cents/lb) 23.69 +0.05 23.65 23.48 4.413 3.132 24.00 +0.07 24.01 23.78 7.557 37.238 24.38 +0.07 24.38 24.12 3,892 26.511 24.55 +0.06 24.52 24.37 123 7.675 24.74 +0.08 24.72 24.55 284 4.335 24.67 +0.03 24.90 24.75 314 2,707 SOYABEAN MEAL CBT (100 tons; \$/ton) +1.8 229.0 225.5 3.218 +2.0 233.0 229.0 14.861 3 +1.6 235.8 232.5 4,708 2 +1.6 235.0 232.7 557 +1.9 235.1 222.8 339 +0.2 233.0 230.5 384 28,851 1 171.3 176.0 225.0 105.6 130.0 -72 1721 -45 -1445 1471 1440 1333 1371 1395 +7 1445 1435 +14 1475 1485 +20 1450 1435 +18 1333 1320 +21 1370 1360 +3 53 22 19 48 15 831

GRAINS AND OIL SEEDS

WHEAT LCE (C per tonne)

Tee
The Tea Broker's Association reports, good general demand. Landed: best and good liquoring East Africans sold well and often appraiciated, particularly Pelco Dusts. Coloury mediums advanced 1 to 3 pence while others advanced the descriptions tanded. ware accordancy, rusing becoming an easier. Offshore: good competition at firm to dearer rates. Quotations: best available 145-174p/kg., good 130 - 145p/kg., good medium 115 - 125p/kg., medium 12 - 102p/kg., low medium 73 - 83p/kg. Highest price realised this week was 174p for a Tora pd.

61.625 -0.625 62.550 61.500 62.850 +0.025 63.075 62.550 62.275 -0.025 62.475 62.150 1,998 26,918 343 16,840 389 38,812 1,115 18,584 7 149 3,077 38,972 725 21,034 84 11,963 88 13,391 107 7,812 3,974 99,096 1225 1240 1264 1286 1322 1349 1260 1283 1305 1340 1366 1239 1264 1266 1322 1349 3,974 164 3,026 1,332 12,873 315 4,517 108 3,036 20 1,407 2010 1860 1793 Mar May Jed Sep Mov Jea Total +18 +29 +29 +26 +21 +12 20 1,407 - 304 1,939 25,163 115.75 +1.95 117.60 116.30 97 113.00 +0.95 114.75 112.30 4,694 1 111.50 +0.85 113.35 111.25 817 110.35 +0.00 111.50 110.00 266 109.79 +1.50 110.50 109.00 190 1500 4,830 3,287 1,515 1700 413 ■ COFFEE (ICO) (US cents/pound) Prev. day 103.32 106.80 17.9Û
 383.7
 +8.7
 384.0
 377.0
 1,223
 13,765

 362.3
 +4.0
 363.0
 358.4
 669
 7,404

 327.2
 +3.9
 326.5
 323.5
 92
 4,853

 318.7
 +3.6
 315.4
 17
 2,589

 310.9
 +2.1
 730

 308.2
 +1.8
 308.5
 307.9
 25
 509

 200.8
 23.0
 20.8
 23.0
 20.8
 23.0
 - 730 25 569 2,026 29,850 12.16 +0.46 12.20 11.75 9,600 62,696 11.00 +0.22 11.03 10.79 2,763 36,430 10.56 +0.14 10.59 10.44 1,454 27,219 10.26 +0.11 10.28 10.17 246 14,728 11,03 10,79 2,783 38,430 10,59 10,44 1,454 27,319 10,28 10,17 246 14,728 10,20 10,10 103 3,794 1,454 27,319 246 14,728 103 3,794 32 1,428 -0.38 84.00 83.27 2,593 20.884 -0.32 84.90 84.27 1,145 11,315 -0.15 82.00 81.50 196 2,450 -0.12 80.25 79.81 1,119 16.988 -0.07 80.87 80.70 96 1,685 196 2,450 1,119 16,968 96 1,685 3 720 ■ OTHER ~0.05 81.20 81,00 5,158 58,025

ORANGE JUICE NYCE (15,000lbs; cents/lbs) 136.45 ~1.30 \$37.00 133.00 8.536 16.178 -1.30 137.00 133.00 na.so na.tro +1.75 134.85 132.00 961 2.382 +1.80 132.20 130.25 234 2.013 +0.75 128.55 128.00 93 711 -0.80 126.50 125.50 74 2.472 5 134 18,167 25,034 VOLUME DATA Open interest and Volume data shown for contracts traded on COMEX, NYMEX, CET, MYCE, CME and CSCE are one day in arrears.

INDICES ■ REUTERS (Base: 18/9/31=100) E CRB Futures (Base: 1967=100) # GSCI Spot (Base: 1970=100)

49.275 +0.375 49.500 48.600 2,894 11.843 70.975 +1.025 71.000 69.350 70.300 +0.750 70.700 68.950 66.550 +0.775 86.700 65.300 62.525 +0.850 63.300 61.500 64.000 +0.100 64.300 64.300 63.850 +0.050 64.000 63.000 LONDON TRADED OPTIONS Jun 137 86 50

E COCOA LCE 27 15 LONDON SPOT MARKETS \$19.01-9.03

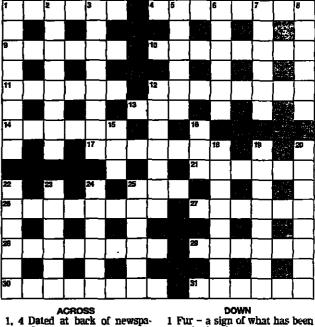
+0.015 +0.155 +0.14 \$18.31-8.39 \$19.78-9.81w ■ OIL PRODUCTS NWE prompt delivery CIF (torms)

\$182-184 \$103-104 Henvy Fuel Oil Naphtha Jet fuel Diesel Patroleum Argus, Tel \$172-174 Gold (per troy oz) Silver (per troy oz) Platinum (per troy oz.) \$411.50 \$140.50 +3.75 122.0c 41.75c Lead (US arod.) 15.52m 285.50c 116.84

Tim (New York) Cattle (Itve weight) 136.65 105.19 Pigs (live weight)† Lon. day sugar (raw) Lon. day sugar (wte \$393.0 Barley (Eng. teed) Maize (US NoS Yellow 113.5 Ung. Rubber (Apr)♥ Rubber (May)♥ Rubber (KL RSS No1) 107.250 107.25p 404.00m +3.0 \$722.5v -5.0 -2.5 Coconut Oil (Fhill)§ Palm Oil (Makey.)§ Copre (Phil)§ \$512.5u -1.0 +2.0

CROSSWORD

No.9,016 Set by QUARK



per? (6,3.5)
9 Old man cultivated nut-tree Port Opec want reviewed (4,4)

City district involved in timely expedient (6) A drink knocked back - wine, not the first used medicinally art dash (3) 14 Picking out the star players,

we hear, and giving up (6)
17 His post is different; he's reasoning fallaciously (7) 21 Jumper perhaps wrapped round a busky (6) 25 Big bird in the municipality

15 Obtained rubbish? Not right (3) (3) 26 Try 2 ruse in order to get 16 Tree has collapsed (3) Writer about a male or female 19 Artist coming up with Herb's bird (3-3)

28 Piano lot under the hammer? 20 Sounds like game performing It's not compulsory (8)
29 Solicit advertising mainly for a pointing (6)

30, 31 Hear grounds for belief 23 Low moral state? That's the

poet (8)
22 Way to stagger in a casual walk (6)

most severe part (6) 24 Shuffle 21 on land (6) 25 Knight going off the straight

a challenging row? (4.4)

3 They get hard knocks in the

6 Treasurer, in short, with capi

7 I pay MO for treatment (eye defect) (6)

8 Some lines on Netherlands in

12 Miraculous transformation of

18 Accept to the French class (8)

hem in unusually lacy edging

tal overturned in shaky

tution for crime (8)

game (8) 5 Robust sailor? (6)

movement (6)

verse form (6)

Solution to Saturday's prize puzzle on Saturday March 23. Solution to yesterday's prize puzzle on Monday March 25.

records (8)

INTERNATIONAL CAPITAL MARKETS

Prices off lows in late trading

By Samer Iskandar in London

International government bond markets resumed their slide early yesterday, extending Friday's losses, but were better supported in the afternoon as investors were attracted by higher vields

Most European markets ended slightly down, but off their lows, while US Treasuries recouped some of last week's losses. Analysts were divided as to the future direction of the market. Some observers now believe the yield on the 30-year US Treasury bond could climb again soon, to reach 7 per cent

Mr Michael Burke, a senior economist at Citibank in London, is particularly bearish and perceives "pessimism over US Short-term rates", which could spill into other markets, because "for the last three years European government bonds have been unable to decouple from the US market". Mr Burke fears that this year "could be a re-run of 1994", which saw bond yields rise substantially in most markets.

Others believe that traders over-reacted to last week's stronger than expected employment data in the US, although most analysts agree that a cut in interest rates by the Federal Open Market Committee is highly unlikely in coming weeks, or even months.

Mr Mark Fox, a strategist at Lehman Brothers, believes "the sell-off in the long end was overdone", and expects institutional investors to buy long-dated paper, especially in the French OAT and German bund markets, where yields are believed to have reached

■ After starting the morning by resuming Friday's fall, US Treasury prices had regained their footing by early afternoon and moved modestly higher as bargain hunters interested in the newly higher yields moved in to the market. In morning trading, the

WORLD BOND PRICES

benchmark 30-year Treasury had added a drop of nearly % point to Friday's three-point sell-off, sending the yield close to 6.8 per cent.

Treasuries, which had begun to rise at mid-morning, dipped briefly after the Commerce Department said new home sales had risen by 4.1 per cent in January, slightly more than the market had anticipated. But soon afterward, the market resumed its upward course.

By noon, however, prices had reversed course as bargain hunters returned to the market and the long bond was £ stronger at 9214 to yield 6.692 per

GOVERNMENT BONDS

At the short end, the twoyear note was up 1 at 96%, yielding 5.720 per cent.

Several analysts said that bonds overshot their fair value on the negative side on Friday and therefore there was value to be picked up in the wake of the sell-off.

Mr Les Nanberg, chief fixed income officer at Massachu-setts Financial Services, a mutual fund company, said he saw the long bond as relatively cheap with yields between 6% per cent and 7 per cent.

The market's focus is now on the February consumer and producer price information. due on Thursday and Friday,

Despite last Friday's strong employment figures, there was little evidence of a reappearance of inflationary pressures in that data and the market will be watching to see if such pressures remain subdued.

■ UK gilts were extremely volatile, but trading volume was relatively thin. The June long gilt future settled at 104%, down 🔓 but more than a full percentage point higher than its intra-day low of 103#1.

Mr Andrew Roberts, a bond strategist at UBS Limited. believes the recent correction was unfounded, especially on

short-term yields. On Liffe, the June short sterling contract closed at 93.87, giving an implied three-month rate of 6.13 per cent. The December maturity closed at 93.36, after trading as low as 93.13, reflecting expectations that three-month rates would rise to 6.87 per cent in the next nine months.

"There is no reason for the market to expect short-term rates to rise by 75 basis points before the end of the year, when manufacturing seems to be in a near-recessionary state". Mr Roberts said.

Economic data released yesterday showed industrial output fell 0.5 per cent in January. compared with market expectations of no change. Input prices were down 0.3 per cent in February, which is a sign that inflationary pressures remain subdued.

The UK yield curve has moved substantially since Friday. The spread between five and 10-year gilts has narrowed by 15 basis points, while the differential between 10-year and two-year yields flattened by 20 basis points to 120 points - a move which is unjustified, according to Mr Roberts, but offers "a lot of value in the short end of the curve"

French bonds added to last Friday's losses, closing lower but well above their intra-day lows. The March 10-year future closed at 120.80, down 0.05, but up from its opening level of 120.12. The March 3-month Pibor future closed at 95.53. down 0.08.

In the cash market, 10-year OATs were better bid and ended the day higher, yielding 6.65 per cent, while the spread over 10-year bunds narrowed to 13 basis points.

■ German bunds were also very volatile, losing almost one percentage point in early trading, but recovered later to close slightly higher. The June bund contract listed on Liffe settled at 95.56, up 0.07, and the

future closed at 96.73. Mr Fox, at Lehman Brothers. said traders were initiating flattening trades - transactions aiming to take advantage of a yield curve flattening by selling short dated paper and buying longer dated maturi-

■ The trend in European highyielding markets was similar to that of bigger continental bonds. Liffe's June futures contract on Italian BTPs settled at 108.44, down 0.23, recovering from a low of 107.55.

The March future on 10-year Spanish bonos closed at 98.60. down 0.26, in moderate trading. Without any significant politibonos derived their inspiration from bunds and US Treasuries, while the peseta remained firm against the D-Mark.

Traders will now await the release of February inflation data and the results of a repo tender, both due on Wednesday, to assess the likelihood of an easing by the central bank of its key rate, currently at 8% per cent.

A monetary easing had been widely expected by market par-ticipants in the past few weeks, and analysts believe that it has been temporarily delayed due to political uncertainty following the election that took place on March 3, when the Popular Party won but did not have a sufficient majority to govern. • The DTB, the Deutsche Borse's screen-based futures market, has decided to raise margin requirements for trading in its bund and bobl futures, as well as options

related to these contracts.

The margin on bobl futures and options was raised from 1.2 points (DM3,000 per contract) to 1.6 points (DM4,000). The margin on bund futures and options was raised from 1.4 points (DM3,500) to 2.0 points

(DM5,000). According to Deutsche Borse, this move was decided by the DTB in reaction to

Risks of repos 'vary markedly' in Europe

By Conner Middelmann

Acceptance of securities sale and repurchase agreements or repos - as financial instruments by fixed-income funds continues to grow in Europe, says Moody's Investors Service, the rating agency.

However, it notes that the risks of each type of repo can vary markedly, depending on factors such as collateral quality, operational procedures and custodial practices.

"As more European fund markets move toward the use of repurchase transactions, we believe that participants must develop sound legal repur-chase documentation and high quality custody, trading and accounting systems," says

Moody's.

Moody's describes the three most common repos used in Spain, France, Luxembourg, Italy, Austria and the UK.

The least risky is the "true" repo, which is documented under a single written agree-ment that spells out requirements such as collateral margin levels, permissible securities, and substitution and netting rights.

Slightly riskier is the "buy-and-sell-back" transaction, which involves the outright purchase of a security from a counterparty in the spot market and its separate yet simul-taneous sale back to the counterparty in the forward market. It generally obliges the seller to buy back the col-lateral but does not have special documentation other than trade confirmations.

Most risky is the so-called "réméré" transaction, which is similar to a sell and buy-back transaction except the seller has the option but not the obligation to buy back the collateral and may not do so for economic reasons, such as a fall in bond prices.

Shift in sentiment towards pollar floating-rate offerings

By Conner Middelmann

The primary eurobond market was in a state of near paralysis vesterday as nervousness in underlying government bond markets, sparked by Friday's plunge in US Treasuries, kept participents sidelined.

fered particularly, with spreads on recently issued paper wid-ening by about 2 to 3 basis points as investors offloaded spread product, dealers said. Seeking shelter from volatility in the fixed-rate markets. many have retreated into cash

rate fluctuations. "The environment is better for floaters than it has been in

Fixed-rate bonds have suf-BONDS

while others have opted for floating-rate bonds, which tend to be less sensitive to interest-

150

4,00

a while - a lot of investors are looking for capital protection," said one syndicate official Several issuers decided to

capitalise on this shift in senti-

US DOLLARS

ment, and Portugal yesterday announced its long-awaited DM1.5bn eurobond, a five-year floating-rate issue to be launched today. The notes will be priced to yield one basis point below three-month Libor at the 99.815 re-offer price.

INTERNATIONAL

While the pricing was considered tight by some dealers, others said there is a dearth of floating-rate notes issued by European-Union sovereigns, justifying the pricing.

"The current market envi-ronment favours floaters, there hasn't been much supply lately and there are quite hefty redemptions coming up," said one dealer. FRNs for Sweden, Finland and Spain all trade at between 3 and 4 basis points below Libor, he said. The Portugal issue will be

NEW INTERNATIONAL BOND ISSUES

101.30 Apr 2002 undisc

jointly led by Commerzbank, Deutsche Morgan Grenfell and J.P. Morgan. . :

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9. 14 TO

2 MAR.

MINOE CROSS MAY

Another floating-rate offering is likely to be launched today for the Hellenic Republic, which is expected to issue \$500m of seven-year notes yielding around 65 basis points over Libor at the re-offer price. CS First Boston and Salomon Brothers are likely to act as joint book-runners.

Cariplo, the Italian bank. was even quicker to tap into investor appetite for floatingrate notes by issuing \$200m of five-year paper yesterday at a re-offer yield of 10.5 basis points over Libor and an all-in cost of 14.5 basis points. While lead manager Lehman

Brothers reported good sales, several other houses grumbled at the tight pricing. Bidding for it last week was very com-petitive - a lot of underwriters balked at a deal inside 15 basis points over," said one trader.

Webs country fund launched

By Maggie Urry In New York

Morgan Stanley and BZW Barclays Global Fund Advisors, vesterday launched their version of a single country index share, similar to the product announced by Deutsche Morgan Grenfell last

The World Equity Benchmark Shares, or Webs, will

trade on the American Stock the most common way US Exchange and will attempt to track the Morgan Stanley Capi-tal International country indices for 17 countries.

Investors will be able to buy or sell-short shares representing a stake in the index fund, enabling them to gain exposure to international markets more efficiently than they could through mutual funds,

7.47 8.26 8.34 8.31

7.59

investors invest abroad. The shares will be priced in dollars, although their price will relate to the underlying value of the shares in the fund adjusted for exchange rate

They will trade and settle on the the American Stock Exchange in the same way as other listed shares. . . .

— Low coupon yield — - Medium coupon yield — - High coupon yield — Mar 11 Mar 8 Yr. ago Mar 11 Mar 8 Yr. ago Mar 11 Mar 8 Yr. ago

8.67 7.83 7.50 8.68 7.72 7.60 8.65 8.57 8.32 8.29 8.69 8.42 8.39 8.59 8.63 8.36 8.36 8.89 8.48 8.44 8.81

BENCHMARK GOVERNMENT BONDS	BUND FUTURES OPTIONS (LIFFE) DM250,000 points of 100%	FT-ACTUARIES FIXED INTEREST INDICES
Red Day's Week Month	Strike — CALLS — PUTS — Price Apr May Jun Sep Apr May Jun Sep	Price Indices Mon Day's Fri Accrue
Australia 10.000 02/06 105.9020 -2.680 9.09 8.37 8.17	9550 0.58 1.02 1.24 1.26 0.54 0.95 1.20 2.05	1 Up to 5 years (23) 121.58 -0.35 122.01 2.96
Austria 6.125 02/06 26.2000 -0.520 8.68 6.46 8.20 Belgium 7.000 05/06 97.8800 -0.010 7.33 6.73 8.38	9600 0.38 0.77 0.59 1.05 0.79 1.23 1.45 2.34 9650 0.16 0.56 0.77 0.87 1.12 1.52 1.73 2.68	2 5-15 years (20) 146.10 -0.44 145.74 2.99 3 Over 15 years (5) 156.20 -0.06 158.28 2.43
Cenade * 8.750 12/05 106.2400 -0.570 7.82 7.37 6.89 Denmark 8.000 03/08 101.7400 -0.560 7.74 7.47 7.11	Est. vol. zmail, Calle 32235 Puts 33090. Provious day's open int., Calls 266821 Puts 181179	4 kredeemables (5) 161.19 -1.56 184.10 4.09 5 All stocks (56) 140.61 -0.34 141.10 2.70
France BTAN 7.000 10/00 104.8750 -0.130 5.75 6.52 5.37 OAT 7.250 04/08 104.3000 +0.800 6.65 6.55 6.38	Italy	
Germany Bund 8.000 02/06 98.2800 +0.090 8.52 8.28 5,89 Ireland 8.000 08/06 99.3500 -0.550 8.08 7,73 7,34	M NOTIONAL ITALIAN GOVT. BOND (BTP) FUTURES (LEFFE)" Lira 200m 100ms of 100%	Index-finited 6 Up to 5 years (1) 196.82 +0,01 196.79 3.33
Nuly 9.500 02/06 93.8800 -0.720 10.51† 10.21 9.95 Japan No 129 6.400 03/00 117.1860 +0.340 1.80 1.97 1.81	Open Sett price Change High Low Est. vol Open int.	7 Over 5 years (11) 183.53 +0.01 183.51 1.28 8 All stocks (12) 183.70 +0.01 183.59 1.27
No. 182 3.000 08/05 98,5420 40,250 3,20 3,22 2,99 Netherlands 8,000 01/06 98,3000 +0,020 8,32 6,27 5,91	Jun 108.45 108.44 -0.23 108.62 107.55 56325 51520 Sep 107.94 -0.23 0 0	Average gross redemption yields are shown above. Coupon Bands: Low: 0%-74
Portugal 11.875 02/05 111.7500 -0.750 9.83 9.82 9.40 Spain 10.150 01/08 100.3100 -0.330 10.07 9.91 9.54	II TALIAN GOVT. BOND (STP) FUTURES OPTIONS (LIFFE) Lite200m 100ths of 100%	
Sweden 6,000 02/06 812/500 +0,060 9,17 8,84 8,33 UK Gits 8,000 12/00 101-30 -16/32 7,50 6,99 8,82	Strike — CALLS — PUTS — PUTS — Price Jun Sep Jun Sep	
7.500 12/08 85-19 -3/32 8.12 7.77 7.49 9.000 10/08 105-28 -1/32 8.24 7.91 7.85	10800 2.25 2.80 1.81 2.86 10880 1.98 2.56 2.04 3.12	FT FIXED INTEREST INDICES
US Treasury 5.625 02/05 94-15 -9/32 6.39 5.96 5.59 8.000 02/26 91-01 -15/32 8.70 6.37 6.03	10900 1.72 2.34 2.28 3.40	Mar 11 Mar 8 Mar 7 Mar 8 Mar 5 Yr ago
ECU (French Govt) 7.500 04/05 101.7900 -0.200 7,22 7.02 6,80	Esc. vol. total, Cells 2099 Puta 1771. Previous day's open inc., Cabs 53908 Puta 44077	Govt. Secs. (UK) 92.19 92.54 93.39 93.74 93.86 90.89 Fixed interest 111.56 111.71 111.92 112.13 112.15 108.34
London closing, "New York mid-day † Gross (including lettisholding net at 12.5 per cent payable by nonvesidents)	Spain M NOTIONAL SPANISH BOND FUTURES (MEFF)	Tior 1985/98. Government Securities high since completion: 127.40 (9/1/35), low 4 10/25 and Foad Interest 1928. SE activity indices rebesed 1974.
Prices: US, UK in 30nds, others in decimal Source: MillS International	Open Sett price Change High Low Sat. vol. Open Int.	
US INTEREST RATES	Mar 93.50 93.60 -0.27 93.65 93.04 70,922 35,987 Jun 93.07 93.26 -0.26 93.31 92,71 5,991 20,203	FT/ISMA INTERNATIONAL BOND SERVICE
Latest Treasury Bills and Bond Yielda 5.77	UK	Listed are the latest international bonds for which there is an adequate accordary
Prime rate 84. Two words 5.03 Three year 5.94 Broker loan rate 7 Three month 5.06 Pive year 6.09	NOTIONAL UK GR.T FUTURES (LEFTE)* 650,000 32nds of 100%	Issued Bid Offer Chg. Yield
Fed funds - 54 Str month 523 10-year 5.43 Fed funds at Intervention. One year 543 30-year 6.73	Open Sett price Change High Low Est. vol Open Int. Mar 105-07 105-20 -0-02 105-07 104-17 3701 29099	U.S. DOLLAR STRAIGHTS Sweden 8 97 Abby Net Tresury 6 ¹ / ₂ 03 1000 98 ³ / ₈ 98 ⁴ / ₈ ^{_5} / ₉ 6.79 Unted Kingd
	Jun 104-10 104-24 -0-03 104-27 103-22 67756 117359 II LONG GILT FUTURES OPTIONS (LIFFE) £50,000 64ths of 100%	ABN Anno Bank 7 ¹ 4, 05 1000 101 ³ 4, 102 ² 6 7.11 Volkswagen African Day Bk 7 ² 6 23 500 98 ³ 8 98 ³ 21 ³ 6 7.54 World Bank (
	Strike ——— CALLS ———— PUTS ———	Alberta Province 75g 88 1000 1033g 1033g -3g 6.13 World Bank : Asian Dev Bank 64, 05 780 963g 967g -3g 6.83
BOND FUTURES AND OPTIONS	Price Apr May Jun Sep Apr May Jun Sep 104 1-12 1-51 2-10 2-15 0-28 1-03 1-25 2-37	Austria 8 ¹ 2 00 400 107 ² 6 107 ⁵ 6 ¹ 2 8.29 \$WKSS FRAN Baden-Whent L-Fin 8 ¹ 2 00 1000 106 106 ² 6 ¹ 2 6.32 Agien Dev Bi
	105 0-39 1-16 1-39 1-52 0-55 1-32 1-55 3-10 106 0-17 0-52 1-10 1-28 1-33 2-04 2-26 3-50	Bank Ned Germenten 7 99 1000 1027 ₂ 1025 ₃ -1, 620 Austria 41 ₂ 0 Bayer Vereinskk 81 ₂ 00
France	Est. vol. total, Calls 5582 Puts 6493. Previous day's open inc., Calls 41803 Puts 28074	Belglum 5½ 031000 825g 927g -1-1g 6.76 Denmark 4½ British Columbia 7½ 02 500 1055g 1057g -5g 6.64 286 3%, 69 _
NOTIONAL FRENCH BOND FUTURES (MATIF) FF:500,000	Écu	British Gas 0.21 1500 13% 14 - 8 8.09 EB 5% 04 Carrado 6% 05 1500 97% 97% - 4 6.89 Printer 7% 8
Open Sett price Change High Low Est. vol. Open Int.	ECU BOND FUTURES (MATIF) ECU100,000	Ceneda 61/2 97 2000 100% 100% 5.86 looked 7% 0
Mar 120.12 120.80 -0.96 120.84 120.04 163.832 106.724 Jun 120.00 120.72 -0.04 120.78 119.94 39,902 64,286	Open Sett price Change High Low Est. vol. Open Int. Mar 88.88 88.96 -Q.48 88.96 88.46 5.383 6,976	Chaung Kong Fin 5 ¹ ₂ 98 500 95 ¹ ₄ ; 96 ¹ ₄ ; -3 ₈ 7.37 Imper Armer Dr. Chans 6 ¹ ₂ 04 1000 94 ¹ ₄ ; 94 ² ₅ -3 ₈ 7.83 Ontario 6 ¹ ₄ 0
Sep 118 78 119.52 -0.04 118 96 118.78 325 2,524 THE LONG TERM FRENCH BOND OPTIONS (MATIF)	Jun 89.46 86.46 -0,46 88.46 88.14 1,088 4,263	Critis 8 ² 2 04
Strike CALLS PUTS	US	EB 5 04 500 957g 965g -13g 8.56 World Bank 0
Prico Apr May Jun Apr May Jun 119 1,94 0.21 0.56 0,85	LIS TREASURY BOND FUTURES (C87) \$100,000 32nds of 100%	EB 9 ¹ x 97 1000 105 ¹ x 105 ³ x - ¹ x 5.91 World Benk 7 Bec de France 9 98 200 105 ³ x 105 ³ x - ¹ x 6.01
120 1.15 - 1.50 0.46 0.80 1.16 121 0.59 - 1.26 0.82 1.26	Open Latest Change High Low Est vol. Open int. Mar 111-08 111-11 -0-06 111-26 110-20 28,832 68,495	Ex-lm Bank Japan 8 02 500 1083; 107 2 6.63 YEM STRAKG Export Day Corp 912 98 160 107 1073; 2 6.76 Belgium 5 99
122 0.20 0.51 0.84 1.50 1.84 - 123 0.05 0.24 0.48	Jun 111-05 110-27 -0-24 111-12 110-03 424,742 297,038 Sep 110-12 110-12 -0-21 110-24 109-22 4,293 14,326	Econ Captail 0 04 1800 58 56½ 4 6.81 Credit Fonds Fed Home Lose 7½ 99 1500 103½ 103½ 3 6.77 EB 6% 00
Est. sol. total. Calls 20,568 Puts 30,972 . Previous day's open int., Calls 151,462 Puts 132,307	_	Federal Nett Mort 7.40 04 1500 104 ³ 2 104 ⁵ 8 6.79 Ex-lm Bank J Pintand 6 ³ 4 97 3000 101 ¹ 2 101 ⁵ 84 5.89 Inter Amer De
Germany	Japan NOTIONAL LONG TERM JAPANESE GOVT. BOND FUTURES	Ford Motor Credit 64, 98 1500 1005 1005 4, 6.13 2ety 55 01 _ General Mills 0 13 1000 235 245 5 8.63 2ety 5 04
■ NOTIONAL GERMAN BUND FUTURES (LIFFE)* DN250,000 100ths of 100%	(LIFFE) Y100m 100ths of 100%	kd Sk Japan Fn 75, 97 200 1057 1024 6.04 Japan Dev 5* N Finance 54, 98 650 977 977 -3 6.21 Japan Dev B
Open Sott price Change High Low Est. vol Open int. Jun 94,72 95.54 +0.06 95.81 94,70 238253 225988	Open Close Change High Low Est. vol Open Int. Jun 118.90 118.97 118.77 1803 0	Inter-Amer Day 7 2 05 500 104 4 104 5 -4 6.85 SNCF 64.00
Jun 94.72 95.54 +0.06 95.81 94.70 239253 225999 Sep 94.20 94.71 +0.05 94.50 94.00 85 3316	Step 0 0 *LIFFE futures also traced on AFT. All Open Interest figs. are for previous day.	2000 95 ¹ g 95 ³ g − 1g E.95 Sweden 4 ⁵ g 8
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MARKETS REPORT

Foreign exchanges had a fairly

steady day yesterday, with the

much feared melt-down in

financial markets not material-

The weakness in Asian and

early European trading did not extend to New York, and the

firmer tone to US equity and bond prices, after the large

falls seen on Friday, helped

support the dollar. It finished

little changed in London at DM1.4823, from DM1.4836, and at Y105.345 from Y105.825.

There was little movement

in currencies in Europe. The

D-Mark finished at FFr3.427

against the French franc, from FFr3.425.

The nervousness in Euro-

pean bond and equity markets

yesterday morning spread to

the futures markets. The

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Mar 11

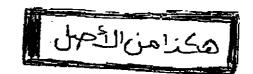
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By Philip Gawith



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BASE LENDING RATES

Up to 1 1-3 month month

Low 93.84

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S THEREE MONTH STERLING FUTURES (LIFFE) 2500,000 points of 1

Dollar steady as US asset markets stabilise tract, for example, fell to 93.13 at one stage, from Friday's close of 93.49. When New York markets showed that the sell-off was not going to con-tinue, they railied to close at

98.36. The South African rand remained weak ahead of tomorrow's budget, which is expected to contain some announcement of a further relaxation in exchange controls. The Taiwan dollar remained stable, amid central bank claims that it had "over-depreciated".

■ Currency markets were clearly looking to take a lead from the performance of bond and equity markets. In the event, the worst fears of Fri-The pound finished slightly weaker against the D-Mark, at DM2.2592, from DM2.2642.

Against the dollar it closed at

1.5240

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December short sterling con- broader melt-down did not materialise, with the dollar left on the sidelines.

In the eyes of some observers, Friday's payroll report anyway deserved to be treated with some scepticism. Mr Dave Munro, chief US economist at High Frequency Economics in New York, said: "The jobs report said that hourly earnings fell by 0.1 per cent at the same time that payroll jobs were exploding by 8 per cent annualized. It isn't plausible to be shaving earnings while pushing up jobs at eight times trend from a base of full employment. These stats do not reflect the business cycle, They reflect the 30 per cent cut in real outlays for US statisti-

cal reporting in the past There were also conflicting assessments of how well the dollar has performed in recent days. Mr Steve Hannah, director of research at IBJ International in London, said: "The dollar has performed rather

Dec'98 Future contract, close 83.9 \\\\\\

disappointingly given the significant re-rating in interest rate expectations. This is indicative that markets were already positioned for pretty good news from the US.

93.5 ---

He said the prospect of more losses in US bond and equity prices "further reduced the incentive for people to take on additional long dollar posi-

Mr Hannah said the background of China-Taiwan tensions was also "classic buy the dollar material". He concluded that "if the dollar was going to move up from here, it would have done so by now."

Also relevant, said Mr Han-

CURRENCIES AND MONEY

nah, was that Mr Fred Bergsten, the US economist, had undoubtedly struck a chord with his view, cliched though it was, that the yen would rise to Y90-100 in the next few weeks. He said markets were nervous that the dollar might become hostage to a protectionist undercurrent in the US presidential debate, notwithstanding the Bank of Japan's clear preference for a Y100-110 trading range.

By contrast, Mr Paul Chert-kow, head of global currency research at UBS in London, said that the dollar had "held up very well". He said the 2-3 per cent sell-off in leading Asian and European markets had left the dollar unscathed.

Mr Chertkow said the dol-

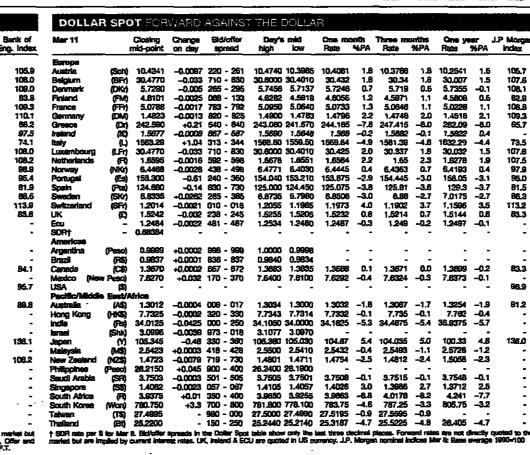
lar's fortunes still appeared be more in the hands short-term traders, who pe attention to changes short-term interest rate diffe entials, rather than to shifts asset prices. Further, Mr Chertkow mai

large-scale repatriation before the financial year end, which would push the dollar lowe Japanese institutions are like to raise their weighting of fo eign assets in the new fisc

tains that contrary to fears

do better, given the favourab backdrop, could be attribute to fears that falling US bon and equity prices would pus it lower - the reverse of wh happened in 1994.

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61 98 37 55 99 53 7	Mar Jun Sep Mar Jun Sep Dec	Open 95.82 95.48 95.48 PORTH EU 98.62 98.67 96.52 96.52 96.52 96.53 PORTH EU	Sett price 95.66 95.54 95.48 PROBLAND Sett price 96.68 96.78 96.25 PROLIRA Sett price 96.25 PROLIRA Sett price 96.25	Change +0.01	ATTF Parts High 95.69 95.55	Low 95.82 95.48 95.42 1 DM1m pc Low 98.80 96.85 96.45 96.10	Offered ra Est. v 9,977 23,47 8,35 Sints of 10 Est. v 1407 5092 8147 6949	701 Oj 5 77 5 8 4 8 701 Oj 12 1 12 1 12 2 19 2 16 1 10%	pen int. 12,570 54,067 18,126 pen int. 30132 19299 089159
61988377588590533-	Mar Jun Sep Mar Jun Sep Dec M THREES M	Open : 95.62 95.63 95.48 Open : 98.62 96.62 96.67 96.52 96.23 Open : 90.62 96.62 96.62 96.62 Open : 90.62 96.62 Open : 90.62 96.62 Open : 90.62 96.62 Open : 90.62 Open : 90	Sett price 95.66 95.54 95.48 PROMARU Sett price 96.68 96.73 96.58 96.25 PROLIFIA	Change -0.02 -0.07 -0.08 Change -0.01 -0.01 -0.01 Change -0.01 -0.01 Change -0.01 -0	ATIF) Parts High 95.69 95.69 95.55 ES (LIFFE) 96.57 96.74 96.59 96.28 55 (LIFFE) High	Low 95.62 95.48 85.42 95.48 95.42 10	Offered ra Est. v 9,97 23,47 8,35 Sints of 10 Est. v 1407 5092 6147 6949 Solution of 10 Est. v 6187 6187 6187	vol O ₁ 5 6 4 6 6 7 7 5 6 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 1 2 1 1 1 2 1	pen int. 12,570 54,067 18,126 pen int. 30132 19299 08992 85159
61988377588590533-	Mar Jun Sep B THREE M Mar Jun Sep Dec B THREE M	Open 95.82 95.53 95.48 Open 96.82 96.82 96.52 96.52 96.23 OONTH EU	Sett price 95.66 95.54 95.48 PROMARU 96.68 96.58 96.25 PROLINA 90.76 90.76 90.76 90.76 90.76	Change -0.02 -0.07 -0.09 C FUTUR -0.01 -0.	ATIF) Paris High 95,99 95,60 95,55 8ES (LIFFE) 96,57 96,74 96,59 96,28 85 (LIFFE) 1 High 90,26 90,26 90,107	Low 95.62 95.48 95.42 7 DM1m pc 1000m pc 10000m pc 100000m pc 10000m pc 100000m pc 10000m pc 100000m pc 10000m pc 100000m pc 10000000m pc 1000000m pc 100000000000000000000000000000000000	Offered rs Est. v 9,87 23,47 8,35 Sints of 10 Est. v 1407 5082 8147 6949 ints of 10 Est. v 6181 1382 2566	rol O ₁ 5 7 6 6 6 7 7 100% 7 100% 7 100% 7 100% 7 100%	pen int. 12.570 54,067 18,126 pen int. 30132 19299 08992 85159 pen int. 31072 34199 19034
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61988377588590533-	Mar Jun Sep B THREE M Mar Jun Sep Dec B THREE M	Open : 95.82 95.48	Sett price 95.66 95.54 95.48 95.48 PROMARU 96.66 96.78 96.78 96.78 96.25 PROLURA 90.25 90.76 91.06	Change -0.02 -0.09 -0.09 Change +0.01 +0.01 -0.01 FUTURE Change -0.05 -0.11 -0.11	ATIF) Paris High 95.69 95.69 95.55 IES (LIFFE 96.67 96.74 96.59 96.28 IS (LIFFE 90.26 90.81 91.06	5 Intertank Low 95.62 95.68 95.42 7 DM1m pc Low 96.65 96.45 96.10 L1000m pc Low 90.15 90.96 90.97	Offered ra 9,87, 23,47, 8,35 Sints of 10 Est. v 1407, 5082, 6147, 6349 Sints of 10 Est. v 6187, 1382, 256, 144,	rol O ₁ 5 77 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	pen int. 12.570 54,067 18,126 pen int. 30132 19299 08992 85159 pen int. 31072 34199 19034 14717
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6 1 1 8 8 3 7 7 5 5 8 5 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9	Mar Jun Sop Dec III THREE M	Open 95.62 95.52 96.52 96.52 96.52 96.27 90.27 91.06 90.07 91.06 90.07 98.28 90.27 91.06 90.27 91.06 90.27 91.06 98.28 98.28 98.28 98.28 98.28 98.28 98.28 98.28 98.28	SOR FUT: Sett price 95.66 95.54 95.48 REGMARIN Sett price 96.68 96.78 96.58 96.25 REGMERA SECT price 90.25 90.76 91.05 91.05 91.05 Sett price 98.27	Change -0.02 Change +0.01 -0.07 Change +0.01 -0.07 Change -0.07 -0.01 -0.01 -0.01 -0.01 -0.05 -0.11 -0.10 -0.10 -0.11 -0.10 -0.10 -0.11	ATIF) Paris High 95.69 95.55 8ES (LIFFE) High 96.57 96.74 96.58 8 (LIFFE) High 90.59 90.26 90.81 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07	Low 95.62 95.48 95.42 95.48 95.42 95.48 96.80 96.85 96.45 96.45 96.45 96.10 L1000m pc L0w 90.15 90.96 90.96 90.96 Cupy 90.96 L0w 96.25 Low 96.25	Offered ra 9,97, 23,47, 9,35 Sents of 10 Est. v 1407 5949 Sents of 10 Est. v 6187 1382 2564 3Frim poly	rol Op 55 2 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 5 3 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	pen int. 12,570 54,067 19,126 pen int. 30132 119299 08992 85159 pen int. 31072 34199 19034 14717 100%
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611883377 55859 D 5532233 3 - 9 2	Mar Jun Sep Dec III THREE M	Open 95.82 95.52 96.52 96.52 96.52 96.70 90.95 90.70 90.95	SOR FUT: Sett price 95.66 95.54 95.48 FROMARS Sett price 96.66 94.73 96.58 96.25 90.76 91.06 PRO SHITS Sett price 98.27 98.27 98.27 98.27 98.27 98.27 98.798	Change -0.02 -0.07 -0.09 Change +0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.05 -0.11 -0.10 Change +0.01	ATIF) Paris High 95.69 95.69 95.55 BES (LIFFE) 96.57 96.59 96.28 85 (LIFFE) 96.29 96.29 96.20	Low 95.62 95.42 95.42 95.42 95.45 96.45 96.45 96.45 96.45 90.97	Est. v 9,97 23,41 9,35 Sents of 10 Est. v 1407 5949 Sints of 10 Est. v 6187 1392 2564 1434 SF71m poi	rol O ₁ 55 66 60 60 60 60 75 75 75 75 75 75 75 75 75 7	pen int. 12,570 14,067 18,128 19,128 19,128 19,132
61198377 - 58590533233	Mar Jun Sep Dec III THREE M	Open 95.83 95.48 95.83 95.48 95.83 95.48 96.52 96.52 96.52 96.77 91.06 90.25 90.77 91.06 98.88 98.12 99.79 98.28 98.12 99.76 97.65 97.65	SOR FUT: Sett price 95.66 95.68 95.48 95.48 PROMARIB 96.58 96.28 96.28 96.26 90.25 90.76 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05	Change -0.02 -0.07 -0.09 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 +0.02 +0.02	ATIF) Paris High 95.69 95.69 95.55 488 (LIFFE) 98.57 98.74 98.59 98.28 8 (LIFFE) 90.61 90.61 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07 91.07	Low 95.62 95.48 95.42 95.48 95.42 95.48 95.45 96.65 96.45	Offered rs Est. v 9,97 23,44 9,35 Sints of 10 Est. v 1407 5949 Sints of 10 Est. v 1436 3Fr1m po Est. v 1436 1900 1122	rol O ₁ 55 66 60 60 60 60 75 75 75 75 75 75 75 75 75 7	pen int. 12,570 54,067 18,126 30132 119299 06992 85159 pen int. 31072 34199 19034 14717 10076 pen int. 18550 25188
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61188377.5585599.553223	Mar Jun Sep Dec III THREE M	Open 95.82 95.48 95.48 95.48 95.48 95.48 96.52 96.52 96.52 96.77 91.06 90.25 90.77 91.06 98.88 98.12 97.96 97.65	SOR FUT: Sett price 95.66 95.68 95.48 95.48 PROMARIB 96.58 96.28 96.28 96.26 90.25 90.76 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05 91.05	Change -0.02 -0.07 -0.09 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 +0.02 +0.02	ATIF) Paris High 95.69 95.69 95.55 High 96.57 96.74 96.59 96.28 5 (LIFFE) 90.81 91.07 91.06 C FUTURE 97.86 97.85 97.85	Low 95.62 95.48 95.42 95.48 95.42 95.48 95.45 96.65 96.45	Offered rs Est. v 9,97 23,44 9,35 Sints of 10 Est. v 1407 5949 Sints of 10 Est. v 1436 3Fr1m po Est. v 1436 1900 1122	rol Oj 55 2 577 8 6 4 1096 1096 111 22 111 22 111 22 111 22 111 22 111 22 111 22 111 11 111 11 11 11 111 1	pen int. 12,570 14,067 18,128 19,128 19,128 19,132
61188377.5585599.553223	Mar Jun Sep Dec III THREE M	Open 95.82 99.25 90.77 91.06 100	SOR FUT: Sett price 95.66 95.54 95.48 ROMARIS Sett price 96.65 96.25 90.76 91.06 90.25 91.06 ROSWIS Sett price 92.25 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76 91.76	Change -0.02 -0.07 -0.09 Change +0.01 +0.01 +0.01 -0.05 -0.11 -0.10 -0.11 S FRAM Change -0.01 +0	ATIF) Paris High 95.69 95.69 95.55 High 96.57 96.74 96.59 96.28 5 (LIFFE) 90.81 91.07 91.06 C FUTURE 97.86 97.85 97.85	Intertent	Offered ra 9,87, 23,47, 9,35, 9,3	rol Oj 55 2 577 5 6 4 6 100% 11 22 1 11 22 1 11 2 2 10 0 0 10 1 10 1	pen Int. 12,570 14,067 18,128 19,289 1928 1928 1928 1928 1934 199 1903 14717 100% pen int. 1855 1903 1903 1903 1903 1903 1903 1903 1903
611988377-558659055322333-9	Mar Jun Sop Dec III THREE III III THREE III	Open 95.62 95.52 96.52 96.52 96.52 96.52 96.57 91.06 90.27 91.06 90.77 91.06 90.77 91.06 97.96	SOR FUT: Sett price 95.66 95.68 95.48 REGMARIE 96.68 96.78 96.58 96.25 REGMERIA 96.58 90.76 91.05 91.0	Change -0.02 -0.07 -0.09 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 -0.01 +0.01	ATIF) Paris High 95.69 95.69 95.55 BES (LIFFE) High 96.57 96.74 96.59 96.28 S (LIFFE) High 90.61 91.07 91.	Intertent Low 95.62 95.48 95.42 95.48 95.42 95.48 95.45 96.60 96.65 96.45 96.10 L1000m pc L1000m	Offered ra 9,97, 23,47, 9,35, 9,35, 9,35, 9,35, 9,35, 1407, 69,49, 9,40, 1382, 2564, 1382, 2564, 1382, 2564, 144, 387, 144,	rol O ₁ 5 7 7 8 8 8 1096 rol O ₁ 2 11 2 2 16 1 2 2 16 1 7 7 5 1 3 1 7 5 1 7 5 1 7 7 7 7 7 7 8 8 8 9 1 8 1 9 1 9 1 9 1 9 1 9 1 9 1 9 1 9 1 9 1 9	pen int. 12,570 14,057 18,128 pen int. 30132 1390 985159 986159 18034 14707 19034 14707 19550 19
611988377556590533233	Mar Jun Sep Dec M THREE M Mar	Open 95.82 95.48 Open 96.82 98.23 ONITH IEU Open 98.82 98.23 ONITH IEU Open 98.82 99.25 ONITH IEU Open 98.28 99.77 91.06 ONITH IEU Open 98.28 98.12 Open 98.28 98.26 Open 98.28 98.28 Open Open 98.28 Open O	Sett price 95.66 95.48 95.48 95.48 95.48 96.25 96.25 96.25 91.06 9	Change -0.02 -0.07 -0.09 Change -0.05 -0.01 -0.01 -0.01 +0.0	ATIF) Paris High 95.69 95.69 95.55 BES (LIFFE 96.57 96.57 96.59 96.59 91.06 PHigh 91.06	s Intertents Low 95.62 95.48 95.42 95.48 95.45 96.65 96.65 96.15 90.97 25 (LIFFE): Low 98.52 97.57 points of 11 Low 95.31	Offered rs Est. v 9,97 23,47 9,35 Sents of 10 Est. v 1407 6949 ints of 10 Est. v 6187 1382 2568 144 3Frim poi Est. v 1403 1900 1120 00%	rol O ₁ 5 77 8 6 6 1096 rol O ₁ 7 11 2 11 2 11 2 11 2 11 3 15 15 15 15 15 15 15 15 15 15 15 15 15	pen Int. 12,570 14,057 18,126 18,126 19,132 19,132 19,132 19,133
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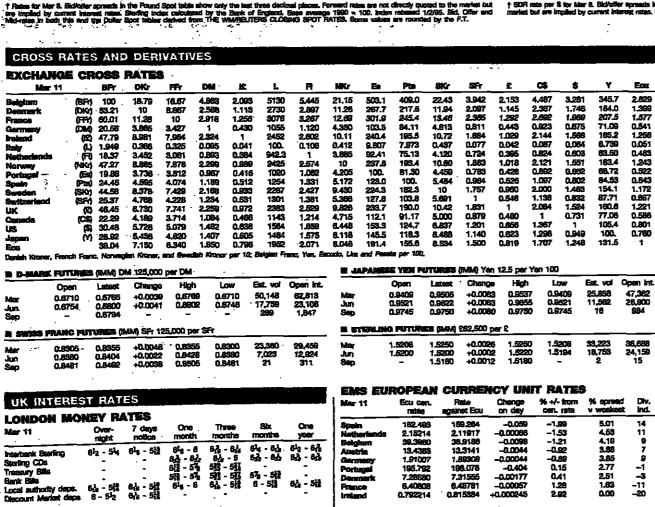
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11179	33821	1.520	0.50	1.2		1.72	0.44	1.11	1.69 2.25	
		1.530	0.20	0.7		1.27	0.96	1.68		
		1.540	0.02	0.4		0.91	1.77	2.36	2.84	
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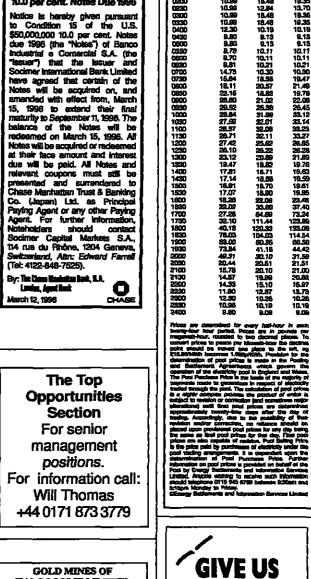
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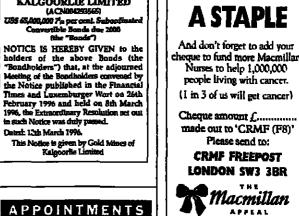
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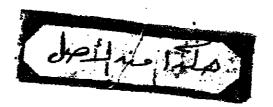
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LONDON STOCK EXCHANGE

Equity market rallies strongly after 81-point fall

By Steve Thompson UK Stock Market Editor

The fall-out from last Friday's limit-down performance by US Treasury bonds and the subsequent 171point retreat by the Dow Jones Industrial Average continued to reverberate across European markets yesterday.

London's FT-SE 100 index had plunged more than 80 points by early afternoon, with dealers taking avoiding action in case Wall Street embarked on another slide. But the Footsie rallied strongly to close a

ual recovery in confidence in the

net 35.9 off at 3.674.5. The rally was triggered by a grad-

US, where the 30-year bond picked up from an early one-point decline and the Dow posted an early 44point rise after a modest initial fall. At 6pm London time the Dow was around 22 points ahead.

The FT-SE Mid 250 index, which measures the performance of the market's second-line stocks, eventually settled 40.7 lower on balance at Friday's decline came in the wake

of a big increase in jobs created in the US, which could mean that the run of interest rate cuts in the US has come to an end

Once again, traders were solit on the market's short term potential. One senior salesman said he felt

Wall Street was quite likely to stage another substantial drop, if sentiment in the bond market shifted.

Others were impressed by Wall Street's resilience at the opening of U\$ markets yesterday. "We did not feel too bad at all at the close, and if Wall Street finishes up then we could easily see the Footsie back above 3,700; two calm days on Wall Street and we will be back at 3,750," the trader said.

"There was no client selling of the market, although I have to admit there was precious little buying either," he added.

Turnover in equities remained poor throughout the session. Always thin on Mondays, turnover evenly spread between the leaders and the rest of the market. Customer business on Friday was worth £2bn_

News that US warships were heading for Taiwan in the wake of the heightened tension between Taiwan and China added to the stock market's unease; the Hong Kong market fell some 7 per cent. The Footsie kicked off 60 points

lower, as marketmakers cut their opening prices to dissuade any potential sellers. Their initial move looked to have been successful. when the index began to rally in

the first hour of trading. Early momentum was quickly

yesterday was 631m, and pretty lost, however, as European trading saw the US long bond lose a further point, dragging gilts and bunds with it and producing a wave of selling pressure in equities. This built up over lunch and saw the Footsie look like threatening the 3,600 level, before Wall Street's

robust opening saved the day. In a session dominated by the overall market picture. Cable and Wireless featured with a strong performance, easily outpacing the rest of the FT-SE 100 constituents after confirmation that the company has held merger talks with BT. "C&W is now most definitely in play: wait for the US blds," said one market-

confidence that the consensus

City forecast of £78m will be

Media shares were generally

well supported in front of the

sector's results fortnight. Cor-

diant - the advertising group -

and Yorkshire Tyne Tees Tele-

vision report figures today.

Cordiant eased a penny to

103p. YTV 4 to 1000p and Reed

a penny to 1034p. United News & Media dipped

8 to 627p, with some pressure

caused by a sell recommenda-

tion from NatWest Securities.

The broker is sceptical about

the strategic advantages of the

proposed merger with MAI and

has a fair valuation of only

585p a share for United.

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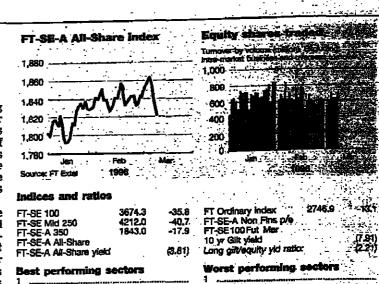
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MARKET REPORTERS:

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announces results tomorrow.



Merger talk lifts C&W

Shares in Cable and Wireless shot forward almost 7 per cent and racked up their best single day's volume since early December, following the announcement that the international telecoms group had

Shrugging off dramatic market slides in London and Hong Kong, the stock soared to the top of the Footsie performance charts as the City bet heavily on imminent corporate activity. According to market gossip, there was no shortage of

AT&T, of the US, and Deutsche Telekom were seen as possible partners, although some analysts felt that the German group's forthcoming flotation would distract from a link with C&W. Dealers also pointed to the 10 per cent stake in C&W held by German industrial giant Veba.

But last night a deal with BT had not been ruled out. One top sector watcher said: "BT knows the risks inherent both in the Far East and the UK. It is unlikely to have teed up the latest round of discussions without first putting out informal feelers to the various

regulators.' At the close, C&W shares were 30 ahead at 477p, with turnover boosted to 11m by US buying. There was equal excitement in the options market, where the equivalent of a further 5.3m shares were traded. BT shed 2 to 361%p. Financial stocks led the way down in London's equity slide

Cyclicals bought

ICI was the main beneficiary of a recommendation for cyclical stocks vesterday. On a day when the shares went ex a 20p dividend, they managed to move ahead 10 to 919p xd against the market

UBS was reiterating its enthusiasm for cyclicals. The broker believes there is a strong chance that European monetary union will not happen, thus providing an opportunity for a swathe of additional interest rate cuts.

UBS believes that, even if that scenario does not develop, cyclicals are cheap at the moment. Courtanlds also benefited from the broker's stance, gaining 8 at 432p.

Financials falter

Geared to the performance of international bond and equity markets, there was no chance that financials would resist Friday's US rout on the Dow Jones Industrial Average and

in Treasuries. Nor were the stocks with a Far Eastern involvement likely to withstand yesterday's 7.3 per cent slide in Hong Kong. Standard Chartered and the

two classes of HSBC were the biggest fallers in the Footsie, accounting for a combined 8 points off the main index. Standard dropped 29 to 586p xd, and HSBC 411/4 to 10051/2p in the ordinaries and 35% to 987%p in the Hong Kong registered. At one stage, the next nine biggest fallers in the blue chip

index were also financials. By the close it was down to three: National Westminster Bank dipped 23 to 644p, Sun Alliance 13 to 367p and General Accident 22 to 620p. In the FT-SE Mid 250 index, investment trusts with a Far Eastern fla-

Rank hopes

News of management changes at Rank Organisation led to hopes of long-awaited restructuring within the group and sent the shares 11 higher

vour were also badly hit.

to 490p. There was technical support from what one dealer described as "an ongoing buy order". But news that Mr James Daly is to retire as managing director of the film and television division and be replaced by Mr Philip Clement has sparked expectations of a broad reor-

Specifically, there is talk

that the Hard Rock Cafe chain could be sold off or floated independently on the stock exchange. Planet Hollywood, Hard Rock's US rival, is currently preparing to list on the New York market and analysts are eagerly awaiting its prospectus in order to get an idea

of potential multiples.
Selected water stocks trickled higher on the back of last week's proposed bid by Wessex Water for South West Water and the hope that this would open the door for more takeover activity within the sector.

Thames Water rose 3 to 551p and Anglian 6 to 603p, while Yorkshire held steady at 676p. Press comment got behind conglomerates Hanson and Lonrho. Hanson, which is in the process of splitting itself into four separate companies. was said to be well ahead with its demerger plans and to have more disposals in the pipeline.

The stock appreciated 3 to

ing up a mining disposal. BTR and Williams Holdings, which report annual profits on

189½p. Lonrho, 3½ firmer at

194%p, was rumoured to be tee-

Thursday and tomorrow respectively, shared in the shakeout. BTR slipped 11/2 to 3221/2p and Williams 3 to 331p.

Engineering leader GKN con-tinued to out-swim the tide, breaking through the £9 barrier as the market stuck to the rerating process sparked by last week's strong results. The City perception of GKN

is said to be changing, as good profits progress at Westland and within the Chep pallets and container operation shows signs of turning the group from a cyclical business into a stable growth stock. GKN shares closed 9 higher

at 902p, up more than 8 per cent in three days. British Steel was also on the

upside, hardening 14 to 1784p. Controls specialist Siebe was the hardest hit engineer, sliding 19 to 814p.

Airports group BAA put on 7 at 511p ahead of today's traffic figures for February. The numbers are expected to be generously upbeat given the recent strength of British Airways' traffic flows. Bus operator Go-Ahead was

show some sparkle. It hardened 2 to 324p. Food manufacturer Tate & Lyle added 3 at 487p, with Nat-West Securities believed to have issued a buy note. The

another transport stock to

broker was unavailable for Healthcare group Celsis International moved forward 5 to 107p on news that it has received a European patent for its system for detecting and

Mirror Group recovered 2 to 208p with the help of some comment in the Sunday press. Also, the newspaper company reports full-year figures on Thursday and there is growing

counting very low levels of microbial contamination.

FT GOLD MINES INDEX

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lanks, Retail	3973.0	3975.5	3969.2	3920.4	3909.5	3901.8	3905.2	3942.2	3853.7	3960.6	4080,6	-120.0

Additional Information on the FT-SE Actuaries Share Indices is published in Saturday issues.

"The FT-SE Actuaries Share Indices are calculated by FT-SE International Limited in conjunction with the Faculty of Actuaries end the Institute of Actuaries. © FT-SE International Limited 1999, All Rights reserved. The FT-SE Actuaries Share Indices are calculated in accordance with a standard set of ground rules established by FT-SE International Limited in conjunction with the Faculty of Actuaries and the Institute of Actuaries. "FT-SE" and "Footsie" are tradements of the London Stock Exchange and the Finencial Times Limited and are used by FT-SE International Limited under Icenoc. Auditor: The WM Company." † Sector P/E ratios greater than 30 and net covers greater than 30 are not shown. It Values are secretare.

COMPAGNIE BANCAIRE

Société Anonyme

Read, Office: 5 avenue Kléber, Paris 16ème. NOTICE OF ORDINARY AND EXTRAORDINARY GENERAL MEETING The shareholders of Compagnie Bancaire are invited to attend the Ordinary and Extraordinary General Meeting to be held on Wednesday, 20th March, 1996 at 5.00 p.m. at the Head

Office, 5 avenue Kleber, Paris 16eme, to consider the following

The Report of the Board of Management on the current activities and position of the Company.

The approval of the accounts for 1995 and

The option to pay the dividend in the form of shares, The appointment of the mandate of two members of the Supervisory Board to replace two resigning

The appointment of a member of the Supervisory Board. The renewal of the authorisation of the Board of Management to buy and sell shares of the Company on The Stock Exchange in order to regulate their price.

The authorisation of the Board of Management to

- Authorisation to implement the above procedures.

clear days prior to the Meeting. Holders of bearer shares must deposit, at least five clear days prior to the Meeting at the Head Office, the certificate of deposit, issued by the bank, financial institution or stockbroker with whom the shares are lodged.

Company on the appropriate form six days in advance of the

Shareholders who wish to attend the Meeting are requested to make advance application to the Company for an

U.S. \$250,000,000

Challenge Bank Limited
(ACN 009 230 433)

Floating Rate Notes due 1997

In accordance with the provisions of the Notes, notice is hereby given

that for the Interest Period from March 12, 1996 to June 12, 1996

the Notes will carry an Interest Rate of 5.65859% per annum. The interest payable on the relevant interest payment date, June 12,

1996 will be U.S. \$14.46 per U.S. \$1,000 Note, U.S. \$144,61 per U.S. \$10,000 Note, U.S. \$1,446.08 per U.S. \$100,000 Note.

By: The Chase Manhattan Bank, N.A.

March 12, 1996

CHALLENGE BANK

in order to attend or be represented at the Meeting, owners

Postal votes must be received at the Head Office of the

increase the Company's share capital through the issuance of shares offered to the Compagne Bancaire Group employees and retired employees who are members of the Group employee savings plan.

The comments of the Supervisory Board.

- The Report of the Auditors.

- Any other business.

been holding talks with BT.

potential merger candidates.

FINANCIAL TIMES EQUITY INDICES

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> Notice to the Holders of Warragts of **Daio Paper Corporation**

> > U.S. \$100,000,000

4% per cent. Guaranteed Notes 1999

issued in conjunction with

Daio Paper Corporation By: Nicoon Credit Trust Co

CITICORP ROATING RATES NOTES DUE SEPTE

given that the Rote of Interest Iom bear fixed at 5.45859% and that the on the relevant Interest Royment Date June 12, 1996 against Coupon US\$139.50 in respect of US\$10,000 nomined of the notes and respect of US\$10,000 nomined of the notes.

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Carlton Communications Plc due 2007

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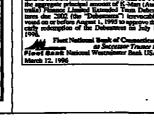
стяющ ртисе of 278p applies from

Holders of Carlton Com-

Pic's 71/2 Convertible Subordinates iote that at the Company's Annual Reneral Meeting, beld on 20 February the approval of Ordinary cholders was given for a proposed he Ordinary shares. Following tha moreval the original conversion price or the Bonds of 696p has been adjuste



CITIBANCO



SEND US YOUR OWN PAPERCLIP And while you are at it, please attach your

cheque to fund more Macmillan Nurses in the fight against cancer. (Did you know over one million people are living with it?)

..... made out to 'CRMF (F1)' Send to:

CRMF FREEPOST LONDON SW3 3BR Iacmillan

Cancer Relief Macmillan Fund exists to support people with cancer and their families Regd. Charity No. 261017

The Financial Times plans to publish a Survey on

Slovenia

on Thursday, March 14.

The survey will discuss Slovenia's political stability and developments in that area; also its rapidly improving infrastructure. Other articles will include the economy, trade, banking and finance and industry.

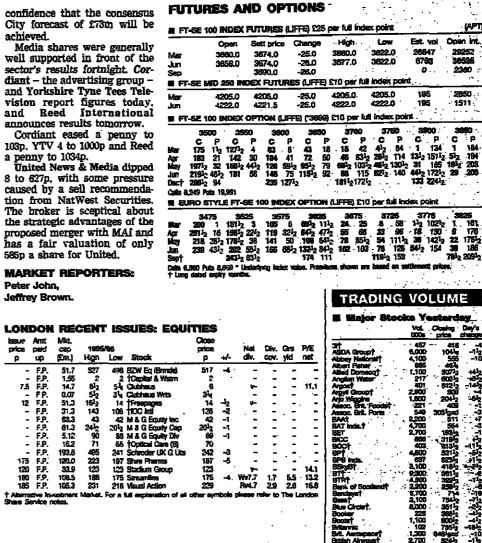
For more information on editorial content and advertising opportunities available in the survey, please contact:

Mr Zeljko Paul Mandic

Tel: +44 (0)181 399 8828 Fax: +44 (0)181 399 7196 Patricia Surridge Tel: +44 (0)171 873 3426 Fax: +44 (0)171 873 3204

or your usual FT representative

FT Surveys



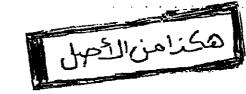
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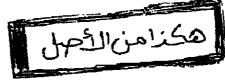
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CH 12 1996

Rebound in **Treasuries** supports Dow

After a volatile morning, US share prices were mostly higher by early afternoon, easing Wall Street's fears that the day would bring a wave of carry-over selling after Friday's 171-point loss on the Dow Jones Industrial Average, writes Lisa Bransten in New

For the first hour of trading, blue chip shares moved between positive and negative territory with the Dow jumping at the opening and then falling more than 26 points before stabilising with an upward bias.

At 1 pm the Dow was up 22.40 at 5,492.85, while the Standard & Poor's 500 lost 0.20 at 633.30 and the American SE composite was off 0.56 at 557.60. NYSE volume had reached 271m shares.

One factor helping shares was a rebound in US Treasury prices, which had led equities lower on Friday. After also showing weakness early in the session, the benchmark 30-year Treasury was up half a point by midday, putting the yield at 6.671 per cent.

Rebounding technology and cyclical shares boosted the composite, consisting of about 40 per cent technology issues, was the strongest of the major indices with a 10.33 gain at 1.074.06.

Internet-related issues were especially strong, bolstered by news that Netscape Communications, the Internet software company, had signed alliances with two of the three major online services - CompuServe. a unit of H&R Block, and America Online.

America Online rose \$4% or 10 per cent to \$48% and H&R Block was \$1 stronger at \$33%.

Hones that the economy was not about to sink into recession led to strength in cyclical shares and helped the Dow, which is weighted towards that sector, to outperform. The Morgan Stanley index of cyclical shares added 1.3 per cent, while the counterpart index of consumer issues slipped 0.3 per

Rising cyclical shares in the Dow included Allied Signal, up \$1% at \$56%, and Boeing, \$1% ahead at \$30%.

Interest rate-sensitive issues such as commercial banks losses made on Friday as Wall Street wrote off the possibility that the Federal Reserve would lower interest rates again in the near term. J.P. Morgan, a component of the Dow, lost \$14 on top of the \$4 surrendered on Friday, bringing the share price to \$791/2.

Canada

Toronto overcame early weakness by midsession and the TSE 800 composite index was up from a low of 4.873.23 to stand 2.07 higher by noon at 4,897.50 in weak volume of 30.2m shares.

In late morning trade, six of the 14 sub-groups were higher. led by metals and minerals which picked up 0.8 per cent. Against the trend among weaker gold stocks, the Denver-based Golden Star sources, which is listed in the US and Canada, rose C\$3%

Guyanor Resources, was C\$2% Potash Corp of Saskatch-Netscape's shares were up ewan gained C\$2% at C\$98%.

Latam tracks US

After a shaky start the region's equity markets had staged a modest recovery by midsession, although the trading environment remained very volatile. Dealers said that Wall Street would provide direction

In MEXICO CITY the IPC index had risen 18.71 to a similar story, with the Mer-2.755.07, although turnover was val index up 2.06 at 499.44.

reported to have been below average. There was a comment from some brokers that a number of investors were scouring the market for bargains. SAO PAULO followed the US

rebound and by midday the Bovespa index had made 305.49 to 47,525. BUENOS AIRES told

	MARKE	its in	PERSP	ECTIVE	Ē	
	% (chango in lec	al Currency †		% change starting ?	% otempe in US\$†
	1 Week	4 Wyoka	1 Year	Start of 1985	Start of 1995	Start of 1996
Austria	-1.33	-1.14	+2.22	-3.86	+3.02	+0.51
Belgium	+0.26	+0.52	+28.37	+20.77	+29.14	+25.99
Denmark	-2.07	-1.94	+15.27	+10.57	+20.31	+17.37
Finland	-1.14	-1.41	+5.73	-5.76	-0.75	-3.17
France	-1.75	+2.08	+15.05	+8.71	+17.04	+14.19
Germany	-1.06	+1.78	+19.68	+14,25	+22.35	+19.36
Ireland	+0.84	+2.73	+27.80	+24.90	+30.02	+26.84
italy	-2.43	-7,17	-2.67	-4.47	+1.68	-0.80
Netherlands	-0.11	+1.34	+27.99	+22,71	+31.40	+29.19
Norway	-0.49	+2.48	+18.98	+5.84	+13.78	+11.00
Spain	-3.72	+2.00	+27.79	+20.31	+30.04	+26.86
Sweden	-2.93	+1.67	+30.89	+29.34	+44.79	+41.25
Switzerland	+4.18	+8.27	+40.74	+34.70	+50.15	+48.47
UK	-0.93	+0.27	+23.84	+20.60	+20.60	+17.66
EUROPE	-0.70	+1.32	+22.62	+17.91	+23.97	+20.94
Australia	-2.57	-0.58	+18.85	+17.14	+18.92	+16.02
Hong Kong	+0.25	-0.32	+35.45	+34.46	+37.90	+34.54
Japan	-1.43	-4.82	+16.01	-0.71	-4.05	-6.38
Malaysia	+2.19	+5.22	+16.74	+12.57	+15.91	+13.08
New Zealand	-1.29	+1.36	+5.84	+8.30	+17.13	+14.29
Singapore	-2.55	-3.72	+23.24	+12,80	+19.68	+16.76
Canada	-0.82	-3.05	+17.23	+15.67	+21.69	+18.72
USA	-1.64	-3.11	+31.04	+37.90	+41.35	+37.90
Mexico	-5.56	-8.39	+68.46	+13,97	-24.25	-26.10
South Africa	+0.12	-2.95	+31.34	+10.51	+17.53	+14.66
WORLD INDEX	-1.29	-2.27	+24.03	+18.75	+21.05	+18.10

Bonds pose a question after rollercoaster day

A rollercoaster day saw senior bourses, 15 to 1.75 per cent off at the opening, stretch their losses to 2 or 2.5 per cent by mid-afternoon as traders positioned themselves for another 50 or 60-point drop in the Dow.

The worst did not happen; bourses recovered some ground, helped at the end by a rally in the bond markets. However, Mr John Blackley at James Capel noted higher than expected US home sales figures which, combined with a 1.6 per cent rise in German industrial production in January, suggested that bonds would retreat in the weeks ahead, and that equities would be unsettled as a result.

FRANKFURT's Dax index ended 29.08 lower at an Ibisindicated 2,419.72, after bottoming 2.5 per cent down at

Volkswagen fell DM13.80 to DM528.80. Mr Gebhard Klingenstein at BZW in Frankfurt said that last week's revival of Opel/VW litigation provided investors with an excuse to sell after the stock hit DM550. The same, be said, applied to

DM96.60 as it was brought into

FI 152.30.

litigation by minority shareholders in Bernard Tapie Finance; and to Thyssen, off another DM7.45 to DM270.55 following an exemplary placing of 15 per cent of the equity by

Commerzbank and UBS. Commerzbank itself lost DM9 at DM327 as professionals took the weekend story of tax arrears, packaged it with its tum in the afternoon. Alcatel Alsthom slipped Fokker and Bremer Vulkan FFr6.80 to FFr432.20 in spite of involvements, and hung it

sWessanen and DSM as the AEX index closed 6.60 lower at 507.69, up from a low of 502.38. BolsWessanen lost Fl 2.20 or 6.2 per cent to Fl 33.50 after the food and drinks group reported a 20 per cent fall in 1995 profits and forecast that 1996 would

DSM watchers expressed sur-

AMSTERDAM featured Bol-

around the bank's neck.

THE DAY'S FALLS

prise at the government's policy, and its timing, in saying yesterday that it was going to complete its phased privatisation of the country's secondlargest chemicals company by selling its remaining 11 per cent stake later this month. The stock receded Fl 1.70 to

The major multinational groups exposed to the US markets saw turbulent trade, with Royal Dutch, for instance, off

PARIS fell to a session's low of 1,919.07 before the CAC-40 index recovered, closing with a loss of 26.57 at 1,948.89. Turnover was an average FFr4.4bn, with activity gaining momen-

announcing that it was forming an alliance with Sharp, of Japan, for the development of electronic products such as mobile telephones. Lafarge shed PFr4.60 to

FFr337.20 after reporting 1995 profits much in line with market expectations; while Promodes weakened FFr25 to ures, released on Friday,

FT-SE Actuaries Share Indices THE EUROPEAN SERIES 13.00 14.00 15.00 Gloss 10.30 17.00 12.00 FT-SE Eurotrack 100 1583.32 1561.39 1560.35 1558.98 1558.48 1554.37 1561.13 1582.57 FT-SE Eurotrack 200 1637.78 1635.64 1634.06 1834.74 1635.51 1531.45 1640.81 1642.34 Name 5 Mar 4 1588.41

ZURICH picked up late in the day, the SMI index finishing 43.5 down at 3,506.2, after

SBC and Zurich Insurance bucked the trend on speculation that the companies might be prompted by last week's mega-merger between Sandoz and Ciba to deepen their already existing co-operation. SBC added SFr8 at SFr456

and Zurich gained SFr10 at SFr331, although many analysts expressed scepticism that any further links were likely. Sandoz gave up SFr50 to SFr1,300 and Ciba SFr13 to SFr1,382 on further profit-taking after last Thursday's large gains in both stocks.

Alusuisse declined SFr19 to SFr955. Enskilda Securities, which downgraded the stock,

commented that following the strong performance since the beginning of 1993, the valua-

tion looked rather stretched. MILAN found some late support in treasury bonds, and the real-time Milotel index picked up from a day's low of 9,307 to finish a net 135 easier at 9,433, The Comit index registered a fall of 13.87 at 587.64.

Olivetti dropped L35.4 to L818 on continuing worries of escalating price wars in the personal computer sector, after Britain's ICL decided to quit the market. The mood was further soured by continuing concerns over the mobile telephone roaming row with Tim, L53 cheaper at L2,739.

MADRID's banking and util-ity sectors both weakened 1.7 per cent as the general index

there were conflicts in consumption, where Continents the supermarketeer, fell 35 per cent to Pts2,505, while Visco-fan, the sansage skin maker, closed Pts70 higher at Pts1,510; However, Viscofan was standing close to Pts3,500 less than

"retaliation

two years ago.

WARSAW retreated after rising every session for the previous two weeks. Analysts hismed profit-taking and said that most investors did not appear to be influenced greatly by outside factors. The Wig index fell 4.4 per cent to 11,419.3

in BUDAPEST, both domes tic and foreign institutions were seen locking in profits following the market's healthy rise in recent sessions. The BUX index lost 89.24 or 8.8 per cent to 2.223.74. Turnover fell

from Ft712.4m to Ft417.1m. Brokers said the retreat appeared to be almost entirely related to profit taking with banks and pharmaceuticals leading the downtrend

Nikkei at year's low and Hong Kong plunges 7.3%

Tokyo

Friday's Wall Street tumble shook investor confidence, and the Nikkei average fell to its lowest level for the year, writes Emiko Terazono in Tokyo.

The 225 index lost 359.58 at 19,796.29 after moving between 19,747.76 and 20,056.41. Sales of high-tech stocks by overseas investors and technical selling hit share prices in early trading, while a steep fall in Hong Kong accelerated declines in to C\$17%, while its subsidiary. the afternoon. Selling pressure also heightened ahead of a press conference by the ruling coalition party over the fate of the government's liquidation plan for the ailing jusen, or housing loan companies.

Volume was 320m shares, against 1.35bn on Friday, the settlement day for March futures and options contracts. The Topix index of all first section stocks slid 18.42 to 1,525.48 and the Nikkei 300 by 3.30 to 284.48. Falls led rises by 964 to 151, with 113 issues unchanged. In London the ISE/Nikkei 50 index eased 0.06 to 1,327.86.

High-technology stocks retreated, Toshiba losing Y7 at Y756 and Fujitsu Y29 at Y967. Consumer electronics issues were also lower, with Sony down Y70 at Y6.180 Bank shares, which had been hit by bearishness surrounding the government's jusen bail-

out, continued to lose ground. Industrial Bank of Japan off Y20 at Y2,660 and Sanwa Bank Y30 at Y1.970. Some steels were higher on

foreign buying. Nippon Steel, the most active issue of the day, put on Y1 at Y335. Speculative stocks were mixed. Shinko Metals receded Y25 to Y885 but Dynic, a bookbinding cloth maker, jumped

Y100 to Y876 on rumours that it was being targeted by a In Osaka, the OSE average

dipped 207.38 to 21,099.23 in volume of 187.8m shares. Video game maker Nintendo fell Y200 to Y6.600 following last week's announcement of the delay in the launch of its 64-bit next generation game due to a lag in software development.

Wall Street's fall was joined in the region by concerns over the fresh Chinese military exercises off Taiwan. HONG KONG plunged in heavy trade the Hang Seng index ending down 820.34 at 10,397.45, off an intra-day low of 10,308.82, its second largest one-day loss in terms of points, and the fifth biggest percentage drop. Analysts said the modest afternoon rally was related to some

short-covering of index futures. Mainly due to the Hong Kong losses, SHANGHAI's hard currency B index fell 1.365 to 50.210.

TAIPEI was again rocked by growing tensions with mainland China as the latter continued missile tests across the Taiwan Strait. The weighted index fell 98.08 to 4.711.43 in turnover of T\$25bn. On Saturday the market staged a modest gain of 4.42 points as the rernment activated the market stabilisation fund. The Chinese foreign minister

said on Monday that Taiwan's first direct presidential elections were part of a plot to win independence for the island. China began missile tests in the sea near Taiwan last Fri-

day and has announced that it

games until March 20. Brokers said a T\$200bn government stabilisation fund was expected to prevent the market

SYDNEY ended at a new low for the year, domestic investors were worried additionally by today's mini budget, which

S African industrials lose 2%

cricket match between South Africa and the West Indies, but activity picked up later. The overall index fell 142.2 to 6,554.8, industrials 167.7 to 8,182.4 and golds 8.7 to 1,716.

Johannesburg's	indust ri als	thin because of the World Cu)

dropped 2 per cent on Wall Street's collapse on Friday and golds were marginally weaker in sympathy, in spite of a firmer bullion price. Analysts noted that morning trade was

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REGIONAL MARKETS				DAY MA	RCH 8 11		**********			THURSD/	y marc	H 7 1996		DOI	LAR IN)EX
Figures in parentheses	US	Day's	Pound			Local	LOCAL	Gross	US	Pound			Local			Year
show number of lines	Dollar	Change	Sterling	Yen	DM	Currency		Div.	Dollar	Sterling	Yen			52 week 6	2 week	ago
of stock	Index	%	Index	Index	Index	<u>Index</u>	on day	Yield	Index	Index.	Index	index	index	High	LOW	(approx)
Australia (81)		0.3	193.43	133.20	153.59	172,39	-0.3	3.95	198,44	192,29	132.09	162.57	172.98	202.74	158.79	161.12
Austria (26)		-0.5	178.41	122.86	141.68	141,51	-0.1	1.62	184,50	178.78	122.82	141.88	141,88	199.28	168,11	192.22
Beigium (34)	212.21	-0.7	206.14	141.96	163.68	159.67	-0.4	3.39	213.81	207.18	142.33	164,39	160.25	215.81	172.97	175.91
Brazil (28)	147.48	-0.8	143.26	98.65	113.75	267.01	-6.9	1.73	148.72	144,11	99.00	114.35		170.25	86.08	94,43
Canada (101)	153.61	-1.1	149.22	102.76	118.48	152,03	-1.5	2.47	155.36	150.54	103.42	119.45	154.30	158.71	126.91	126.91
Denmark (33)		-1.4	287.09	787.70	227.95	230,44	-1.1	1.66	299.76	290.47	199.54	230.47	232.90	305.17	252.41	263.88
Foliand (24)	180.05	-0.7	174.91	120.45	138.88	174.31	-0.4	2.62	181.36	175,74	120.73	139,44	175.01	276,11	171.13	182.00
France (98)	186.75	-1.7	181,40	124.92	144.04	148,83	-1.4	3.09	190.02	184,13	126.49	146.10	150.99	191.17	161.53	167.21
Germany (60)		-0.7	166.17	114.43	131.94	131,94	-0.4	1.85	172,23	166.90	114.65	132,42		173.79	142,25	153.04
Hong Kong (58)	438.78	0.1	426.22	293.51	338.43	435.61	0.1	3.28	438.14	424.57	291.68	336.67	435.02	451.19	323.87	324.05
Ireland (16)		-1.3	254.11	174.99	201.77	235,02	-1.1	3,47	285.00	256.79	176.40	203.74		265.00	205.44	210.73
italy (59)	74.69	-2.2	72.55	49.96	57.61	87.14	-1.9	1.73	76.39	74.02	50,85	58.73	88.85	82.71	65.45	72.68
Japan (482)	146.92	0.5	142.71	98.28	113.32	98,28	0.9	0.78	145.24	147.71	97,35	112.44	97.35	164.82	137.75	147.87
Malaysia (107)		-1.2	526.56	362.61	418.10	530,69	-1.1	1.60	548.83	531.82	365.34	421,97	536.67	581.98	425.77	483.14
Mexico (18)		-3.6	1016.61	700.07	807.21	8890,58	-3.4	1.60	1088.18	1052.50	723.03	835.10		1237.14	647.81	699.52
Netherland (19)		-1,3	270.06	185.97	214,43	210,78	-0.9	3.26	281.58	272.85	187,44	218,43		263,23	227,75	232.41
New Zeeland (13)		1.4	78.21	53.88	62.10	63.29	1.1	4.71	79.37	76.92	52.84	81.03	62.63	85.49	72.39	72.62
Norway (33)		-1.3	229.84	158.28	182.50	207.13	-1.0	2.48	239.65	232.23	159.53	184.26		243.79	202.76	207.53
Singapore (44)		-0.2	423,09	291.36	335.85	282,71	-0.2	1.43	438.57	423.04	290.61	335.66	283.41	465.21	346,10	349.57
South Africa (45)		0.0	375.03	258.26	297.79	331,42	0.3	3.13	385.86	374.00	256.83	296.75	330,27	437.76	318,91	323.15
Spain (37)		0.1	162.62	111.99	129.12	158,31	0.3	3.82	167.31	162.13	111.38	128.54	157.83	175.88	124.70	127,87
Sweden (47)		-22	317.11	218.37	251.79	328,98	-1.9	2.32	333.82	323,48	222.22	256.58	335.34	342.58	232.23	237.55
Switzerland (39)	241.98	-0.7	235.04	161.86	186.63	180,53	-0.5	1.50	243.63	236.08	162.18	187,32	181.45	243.63	171,94	179,09
Theiland (46)		-0.6	174.63	120.26	138.66	175,97	-0.6	1.94	180.90	175.30	120.42	139.08	177.00	193.95	130.15	137.08
United Kingdom (205)	229.23	-1.4	222.67	153.34	176.60	222.57	-1.2	4.20	232.55	225.35	151.80	178,80	225.35	235.50	193.41	196.88
USA (631)	-259.05	-3.0	251.64	173.29	199.81	259.05	-3.0	2.24	267,16	258.88	177,84	205,41	<u> 267.</u> 16	269,11	197.59	197,59
Amencas (778)	236.16	-3.0	229.40	157.98	182.15	198,52	-3.0	2.24	243,36	235.82	162.00	187.11	204,59	245.54	180.09	180.24
Europe (730)		-1.2	188.49	136.69	157.81	177,90	-1.0	3.05	205.93	200.52	137.75	159.10	179.36	206.93	169.63	173.83
Nordic (137)	283.61	-1.8	275.50	189.72	218.75	247.99	-1.5	2.26	268.76	279.81	192.22	222.02	251.68	295.02	222 22	229.00
Pacific Basin (832)	180 08	0.3	156.35	107.67	124.15	110.56	0.7	1.21	180.39	155.42	106.77	123.32	109.79	171.87	148.88	155.29
Euro-Pacific (1562)		-0.4	173.81	119.69	138.01	135.92	-0.1	2.09	179.69	174.12	119.61	138.15	136.07	183.39	158.92	162.92
		-3.0	245.31	168.93	194.78	251,88	-3.0	2.25	260.26	252.20	173.25	200.11	259.62	262.26	193.22	193.22
North America (732)		-1.2	160.59	124.36	143.39	151.75	-0.9	2.43	188.09	182.26	125.20	144.61	153.07	188.09	152.02	157.32
Europe Ex. UK (525)					223.03	252.38	-0.3	2.95		280.46	182.67	222.53	253.03	293.58	229.25	229.25
Pacific Ex. Japan (350)		-0.1	280.89	193.43					289.43							
World Ex. US (1754)		-0.5	174.59	120.51	138.95	140.00	-0.1	2.12	180.97	175.36	120.46	139.14	140.21	184,71	159.65	162.78
World Ex. UK (2180)		-1.5	196.23	135.13	165.81	169,49	-1.4	1.97	205.26	198.90	136.63	157.81	171.93	207.64	170.18	170.84
World Ex. Japan (1909)	238.06	-2.1	229.30	157.90	182,07	222,81	-2.1	2.57	241.23	233.75	160.58	185.47	<u> 227.52</u>	242_17	187.55	188.31

__204.43 _-1.6 198.58 136.75 157.68 174.28 _-1.4 2.17 207.69 201.25 138.25 159.88 176.76 209.73 172.24 173.14

The FT/S&P Actuaries World Indices are owned by FT-SE International Limited, Goldman, Sache & Co. and Standard & Poor's. The Indices are compiled by FT-SE International Limited.

day Frience
Analysts cautioned that
while there was a molest
rebound near the chose everall
sentiment remained bearish.
WELLINGTON managed to
steady itself after series in the
fails. The NZSE 66 capital THE DAY'S FALLS port over the next few sessions, and there were hopes that bullion would rebound 1,082.99 Analysts noted, however, that the index had picked over the short term, up from the day's worst of BANGKOK closed at its low-1,073.04 to finish above 1,080, est level since the middle of Bangkok December. One bright spot was regarded as a crucial support the fact that the SET index, 4 SEOUL was concerned at the per cent down at the opening lack of long-awaited market recovered modestly to end 45.31 off at 1,263.66. boosting steps and the compos-Dealers noted that some ite index declined 15.34 or 1.8

John Howard's Liberal/ National coalition in last week's general election. The All Ordinaries index retreated 80.20 to 2.187.4.

While some brokers thought that the budget had already been factored into prices, others believed that the tough pro-posals likely to be contained in it would only exacerbate the

The price of gold was seen as

investors came in on the buy side to pick up major bank and SINGAPORE closed sharply lower, but off the day's lows,

and the Straits Times Industrial index lost 84.42 at 2.316.34. Volume was estimated at 191m shares. Losers were dominated by foreign issues held by overseas investors. DBS foreign shares dropped S\$1.80 to S\$18 after poorer than expected results posted by DBS Bank

KUALA LUMPUR suffered

its largest fall in points terms for two years, the composite index finishing 33.11 lower at

per cent to 848.29.

Analysts noted that com-ments by the finance and economy minister Rha Woong-bae on the possibility of reducing the stock transaction tax fell short of expectations.

Rha said that the government was considering cutting the tax, currently set at 0.45 per cent, to try to revive the JAKARTA recovered from the session's low point as some

bargain hunters emerged. The

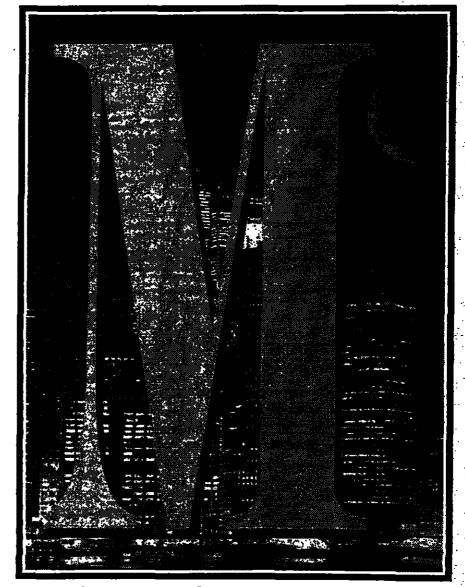
composite index relinquished

index lost 30.91 at 2.991.22 Among the main losers com receded 18 cents to NZ\$6.52, but brokers noted that other leading issues did not perform so badly given the cir-

BOMBAY was weak as last week's correction continued at the start of a new account in A group stocks. The BSK-30 index shed 52,99 to 3,291.65. KARA-CHI followed the regional trend, the KSE-100 falling 41.14

er 2.4 per cent to 1.526.45. MANHA fell steeply in early trade before making a partial recovery. The composite index shed a net 66.14 at 2,810.65 after touching 2.793.15.

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